

# Campbelltown City Library Service

## *Strategic Review*



Prepared by:

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## SECTION 1. BACKGROUND AND STRATEGIC CONTEXT

### 1.1 Introduction

Campbelltown City Library is part of a much larger local, state and national network of public libraries. It is one of 1,500 public library services nationwide and plays an important and highly valued community role. This section of the report provides a national snapshot of Australian public libraries, and the policy and strategic context within which Campbelltown City Library (the Library) operates. Importantly it also provides an overview of the legislative context within which the Library operates i.e. the NSW Library Act 1939.

This section also describes how the Library aligns with Council's vision (*A connected community with opportunities to grow in a safe and sustainable environment*) and community strategies for Campbelltown, which are of the utmost importance to the development of the Library's strategic goals and strategies for the future.

Current and future demographics trends are reviewed and analysed and their likely impacts on the Library are explored. Areas of demographic focus include population growth, cultural diversity, education, access to technology, economic indicators, and employment.

The section contains a review of emerging public library trends and their potential impact on the Library, now and into the future. Trends include:

- Usage (visitation, lending etc.)
- Innovations in service delivery and library building design
- Shared service models
- Community development programs
- Technology and the impact of the NBN
- eMaterials (e.g. eBooks, eVideo and eAudio), and
- Social media

### 1.2 Australia's Public Libraries – a snapshot

Australia's public libraries provide quality information services that support lifelong learning to the Australian community, significantly impacting on the cultural and information industry. Unless otherwise stated, the following information is taken from the 2011-12 *Australian Public Libraries Statistical Report*, compiled annually by National & State Libraries Australasia (NSLA).<sup>1</sup>

- 1,500 public library service points with 1,429 fixed point libraries and 74 mobile libraries
  - One public library service point for every 15,000 people
  - More than one third of all public libraries are open more than 45 hours per week

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<sup>1</sup> *Australian Public Libraries Statistical Report* (2013), NSLA  
[http://www.nsla.org.au/sites/www.nsla.org.au/files/publications/NSLA.public\\_library\\_stats\\_2011-12.pdf](http://www.nsla.org.au/sites/www.nsla.org.au/files/publications/NSLA.public_library_stats_2011-12.pdf)

- Almost 181 million items were lent to nearly 10 million public library members
- Nearly 10,000 public access Internet computers are provided nationally
- Over 110 million customer visits annually, or more than 9 million per month
- Library visits were up 4.25% over previous year and 17.5% over past five years<sup>2</sup>
- Children aged 12 to 14 years were the least likely to have visited a public library (50% attendance rate) compared with younger children, and in the 12 months to April 2012, one and a half million children visited a public library<sup>3</sup>
- More than 40 million items (1.8 items per person) were made available for the use of the community and over \$123 million was spent on ensuring that these collections remain up to date and relevant (more than half the collections are less than 5 years old)
- Total expenditure on public libraries has increased from \$757 million in 2006-2007 to just over \$1.01 billion in 2011-2012, representing a 24% increase. Expressed on a per capita basis, funding for public libraries has increased by 17% over the same period to \$44.55
- Expenditure on library materials has grown by over 14% during the five year period from 2007-08 to 2011-12
- Where reported, the expenditure on electronic resources has increased significantly over the period, with New South Wales reporting significant increases (156.2%)

### 1.3 Policy and Strategic Context

Public library services in Australia operate locally within a global context. A number of key documents provide the basis on which public library policy is determined. These are outlined below.

#### International

##### *UNESCO Public Library Manifesto*

Australia is a longstanding member of UNESCO and a signatory to its *Public Library Manifesto*<sup>4</sup>, which states:

*The public library, the local gateway to knowledge, provides a basic condition for lifelong learning, independent decision-making and cultural development of the individual and social groups. This 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. UNESCO therefore encourages national and local governments to support and actively engage in the development of public libraries.*

The following key missions, which relate to information, literacy, education and culture, should be at the core of every public library service:

- creating and strengthening reading habits in children at an early age
- supporting both self conducted education and formal education at all levels
- providing opportunities for personal creative development

<sup>2</sup> Australian Bureau of Statistics, Cat. No. 4921.0 *Participation in Selected Cultural Activities* <http://www.abs.gov.au/ausstats/abs@.nsf/midiareleasesbytitle/88E41B646F258441CA2579AA000F2E61?OpenDocument> (accessed March 2013)

<sup>3</sup> Australian Bureau of Statistics, Cat. No. 4901.0 *Children's Participation in Cultural and Leisure Activities, Australia, Apr 2012* <http://www.abs.gov.au/ausstats/abs@.nsf/mf/4901.0> (accessed March 2013)

<sup>4</sup> UNESCO Public Library Manifesto (1994) <http://www.unesco.org/webworld/libraries/manifestos/libraman.html> [accessed May 2014]

- stimulating the imagination and creativity of children and young people
- promoting awareness and appreciation of cultural heritage, the arts, and scientific achievements
- fostering inter-cultural dialogue and favouring cultural diversity
- supporting the oral tradition
- ensuring access for citizens to community information
- providing adequate information services to local enterprises, associations and groups
- facilitating the development of information and computer literacy skills
- supporting, participating and initiating literacy activities and programs for all age groups

### **IFLA (International Federation of Library Associations) Public Library Service Guidelines<sup>5</sup>**

*The primary purpose of the public library is to provide resources and services in a variety of media to meet the needs of individuals and groups for education, information and personal development including recreation and leisure. They have an important role in the development and maintenance of a democratic society by giving the individual access to a wide and varied range of knowledge, ideas and opinions.*

## **National**

### **Australian Library and Information Association (ALIA) Public Libraries Summit 2009**

The Summit looked at how public libraries contribute to a wide variety of government agendas, including health, economic prosperity, digital citizenship, social inclusion, lifelong learning, literacy, stronger communities, wellbeing, supporting families, multiculturalism and the environment. Several clear themes emerged:

- *Children, early reading and a literate Australia*
- *Encouraging the digital economy and digital citizenship*
- *Social inclusion and community partnerships — safety, fairness and participation*
- *Health and ageing*

Several key submissions proposed a strategic framework for Australia's public libraries.

- *The Future Australian Public Library System: Direction and Action.*<sup>6</sup> A submission by NSW Metropolitan Public Libraries Association
- *Towards a policy framework for the Australia public library system.*<sup>7</sup> A submission by Friends of Libraries Australia (FOLA)
- *Creating a national public library service delivery model.*<sup>8</sup> A submission by Public Libraries Australia (PLA)

<sup>5</sup> IFLA Public Library Service Guidelines

<http://www.degruyter.com/view/product/43971> [accessed May 2014]

<sup>6</sup> *The Future Australian Public Library System: Direction and Action* (2010)

[http://www.nswmpla.org.au/Sites/nmpla/CMS/Docs/Submissions\\_reports\\_and\\_presentations/Submissions/2010/PLM\\_Submission\\_on\\_Public\\_Libraries\\_Draft\\_Vision\\_and\\_Strategic\\_Framework\\_Jan\\_2010.pdf](http://www.nswmpla.org.au/Sites/nmpla/CMS/Docs/Submissions_reports_and_presentations/Submissions/2010/PLM_Submission_on_Public_Libraries_Draft_Vision_and_Strategic_Framework_Jan_2010.pdf) [accessed May 2014]

<sup>7</sup> *Towards a policy framework for the Australian public library system* (2009) <http://www.fola.org.au/documents/libraryissues.htm> [accessed May 2014]

<sup>8</sup> *Creating a national public library service delivery model* (2009)

<http://www.pla.org.au/sites/default/files/file/ALIA%20Public%20Library%20Summit%202009%20%5BPLA%20Summit%20paper%5D.pdf> [accessed May 2014]

Following on from the Summit, ALIA, in partnership with Public Libraries Australia, Friends of Libraries Australia, the State and Territory Libraries, ACT Library and Information Services and the state public library associations, developed the *National Vision and Framework for Public Libraries 2010-2015*,<sup>9</sup> to:

- Provide a strategic direction for public libraries at a macro level
- Reshape the public library system for the 21st century
- Raise public libraries higher on the government agenda
- Secure an appropriate level of funding
- Support Australia as a reading nation
- Provide all Australians with access to quality information

The Australian Public Library Alliance is an Advisory Committee to the ALIA Board, and brings together the nation's public library agencies to act as the peak organisation for the sector in Australia.

## State

### *Library Act 1939*

Campbelltown City Council is a signatory to the Library Act 1939. The Act requires signatory Councils to provide reasonable library service to their communities. Basic library service requirements include:

- Free membership for any resident or ratepayer
- Free use of, and access to, the library service whether a member or not
- Free borrowing of library material
- Free home delivery service to members of the community unable to visit the library due to ill health or disability
- Free basic reference services

The Act also requires a Council considering the cessation of library services to their community to hold a community referendum/poll; and any subsidy paid to a local authority (Council) under the Library Act 1939 must be expended in providing library services that are provided free of charge.

Under the Library Act local authorities are entitled to a subsidy, determined by a formula taking into account population and a Disability and Geographic adjustment. The per capita component of total State funding has remained at \$1.85 since 1995.<sup>10</sup> In 1980 the State government contributed 23.56% of the cost of operating libraries; this is now less than 8%, the lowest of any Australian state.<sup>11</sup> Static State funding is occurring at a time when libraries are experiencing increased demand.<sup>12</sup>

The subsidy and Disability and Geographic Adjustment amount received by Campbelltown City Library for 2012/13 was \$375,558 and the Local Priority grant funding was \$28,000.

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<sup>9</sup> *National Vision and framework for Public Libraries* (2010)

<https://www.alia.org.au/sites/default/files/documents/advocacy/NationalVisionandFramework.pdf> [accessed May 2014]

<sup>10</sup> *NSW Public Library Associations Vision and Values* <http://www.plnsw.org.au/docs/NSWPLA-EnablingCommunities-WEB.pdf> [accessed May 2014]

<sup>11</sup> Ibid.

<sup>12</sup> Ibid.



## NSW Metropolitan Public Libraries Association

Campbelltown City Council is a member of the West and South West region of NSW Metropolitan Public Libraries Association<sup>13</sup>, the metropolitan 'wing' of the NSW Public Libraries Association. The Association has a vital interest in improving library services and access to information resources for all people living in New South Wales through a range of initiatives, joint ventures and partnerships.

## Local

The library is well positioned to be the public face of Council and must strive to reflect its corporate values and strategic priorities. The following is an outline of the library's strategic alignment with Council's principle planning documents, in particular *Creating our future together*, Campbelltown's Community Strategic Plan 2013-2023.<sup>14</sup>

## Council Vision

### ***A connected community with opportunities to grow in a safe and sustainable environment***

Campbelltown City Library supports Council's Vision in all aspects of its operations – it is:

- valued as a trusted, safe and democratic space
- a place to connect and learn
- a flexible and adaptive space with a virtual presence
- the heart of digital innovation where people can experience, experiment with, and master new technologies
- a place to engage in creative and cultural activities

## Campbelltown 2013 -2023 Community Strategic Plan

### **Objective 1 - A sustainable environment**

Working with residents, businesses and other levels of Government is necessary to assist Campbelltown in continuing to have a variety of environmental assets for current and future generations to enjoy.

#### ***Strategy 1.1 – Promotion of sustainability***

- *The Library collects and preserves information relating to all aspects of the local community.*
- *The Library can partner with environmental agencies to deliver themed activities, and generate awareness*
- *Multiple usage of the Library's collections can help reduce consumption of natural resources*

<sup>13</sup> NSW Metropolitan Public Libraries Association [www.nswmpla.org.au](http://www.nswmpla.org.au) [accessed May 2014]

<sup>14</sup> *Creating our future together* (2013) [www.campbelltown.nsw.gov.au/Assets/5738/2/zCSP2013LR.pdf](http://www.campbelltown.nsw.gov.au/Assets/5738/2/zCSP2013LR.pdf) [accessed May 2014]

## **Objective 2 – A strong local economy**

A healthy local economy delivers jobs, opportunities and increased prosperity. It is fundamental that there are educational and trade opportunities to continue to contribute towards a productive and growing economy. Campbelltown will play a pivotal role in the future development of the region

**Strategy 2.1** - *Encouragement of balanced development within the City*

**Strategy 2.2** - *Attraction of business to the local area to create jobs*

**Strategy 2.3** - *Promotion of Campbelltown as a regional City through the growth of the City's major business centres*

- *The Library is a source of reliable, current information of all kind.*
- *Many people base their decision to move to an area on the availability of good facilities, including libraries*
- *The Library is a recognised and respected venue for lifelong learning – ‘the street corner university’*
- *The Library provides opportunities for community training in technology and knowledge management*
- *The Library can offer traineeships and student work placements; and provide a venue for showcasing young people's talents*
- *The Library can partner with existing tourism / visitor centres to provide a wide range of local information. Opportunities exist to create mobile apps (e.g. local history walk), upload photos and expand the information on Pinterest or Flickr, and create a social media presence (e.g. Facebook or Twitter).*

## **Objective 3 – An accessible City**

Improved transport systems will reduce traffic congestion, save people valuable time and provide significant benefits to business, industry and the environment. ...Participation in walking and cycling as active modes of transport will be encouraged and will also help reduce road congestion and promote healthy lifestyles for the community.

- *The Library could have a presence in new recreation facilities, (e.g. Stanhope Gardens Library in Blacktown (NSW) is co-located in the aquatic centre)*
- *The Library offers a Home Library Service for aged and housebound customers, which could partner with other health support services*
- *The growth of digital services will provide greater access to information and resources for housebound customers*

## **Objective 4 – A safe, healthy and connected community**

A strong service sector supports a variety of community needs, including providing a healthy and safe community that has opportunities for involvement to build a strong sense of community spirit.

**Strategy 4.1** - *The provision of a balanced range of services to the community*

**Strategy 4.2** *The provision of clean and safe public spaces*

**Strategy 4.3** *The provision of activities that foster a sense of community spirit*

- *The Library is an essential community hub – welcoming and inclusive – offering a wide range of information, activities and events, across the four branches, and online*
- *The Library offers a range of volunteering opportunities for all ages.*
- *The Library is one of the most visible and appreciated of Council's services.*
- *The Library welcomes and fosters partnerships with community organisations.*
- *The Library has community spaces and programs for all age groups*
- *The Library partners with many community organisations*

## **Objective 5 – Responsible leadership**

A well-informed community with opportunities to actively participate in decision-making is needed to assist Council in planning for the future. Responsible, accountable and transparent civic leadership contributes to a strong working relationship between all levels of Government to deliver services to the community.

**Strategy 5.1** - *The encouragement of a collaborative approach across all levels of Government*

**Strategy 5.2** - *The smooth running of Council's operations*

**Strategy 5.3** - *The transparent provision of information to the community to encourage participation in decision-making*

**Strategy 5.4** - *The sound management of public assets and funds*

- *The Library is an ideal venue for consultation, with a significant percentage of the population already Library users*
- *The Library is a neutral and democratic space*
- *The Library engages in regular consultation with its users*
- *The Library provides free and assisted access to e-government at all levels*
- *The Library is well managed and run by qualified staff*
- *The Library provides leadership in Council's cultural program.*
- *Library staff offer excellent customer service and are responsive to the community's need*
- *It is possible to co-locate a Council customer service centre within the Library*

## **1.4 Demographics – Current and Future Trends**

Note: Unless otherwise stated, figures in this summary are from profile id<sup>15</sup>.

### **Population Growth**

In 2011 the total population of the Campbelltown local government areas was 154,538 (estimated resident population 2013). The residential population is estimated to continue to increase over the next 20 years (188,321 by 2031), with proposed major residential development taking place in the suburbs of Campbelltown, Ingleburn, Glenfield and Woodbine/Blairmount, and in the rural residential areas in the south and north west of the LGA.

Compared to Greater Sydney, Campbelltown has a higher proportion of people under 15, and a lower proportion of people over 65. 8% of the total population (2011) were aged 20 to 24. However, in keeping with national predictions of an ageing population there are estimated to be major

<sup>15</sup> <http://profile.id.com.au/campbelltown/home> (accessed May 2014)

increases of people aged 70 years or more (+150%), and also increases in the number of people aged under 15 years (+33%).<sup>16</sup>

The expected growth in the older population will be as a result of both the general ageing of the population and the likelihood that active older people and 'empty nesters' will wish to remain in the area in new medium density developments.

#### **Impact on the Library**

- There will be a need for additional library services in new residential areas
- There will be increased pressure on library resources and services, and a need to plan for an increase in services and activities for preschoolers and those aged 65 and older (traditionally heavy users of library services)
- The library will also need to provide facilities and programs for older children and teenagers

#### **Cultural and Linguistically Diverse (CALD)**

28% of the population were born overseas, compared with the Greater Sydney figure of 34.2%. In the last few years Campbelltown has seen an increase in the number of people born overseas, with the majority coming from the Philippines, India, Bangladesh, Samoa, Fiji and China. The dominant languages spoken at home, other than English, were Arabic, with 2.7% of the population, and Tagalog, with 2.1%. The other main languages spoken at home were Samoan, Bengali and Hindi.

#### **Impact on the Library**

- Currently the number of CALD residents is not of major significance to the library's collections, services etc. The Library has small collections in Hindi, Bengali, Tagalog, Arabic, Chinese, Spanish, Vietnamese, Marathi and Samoan. Additional demand for non-English materials could be reasonably met by the use of the State Library of NSW's multicultural bulk loan collection
- The increasing growth in the number of residents from a non-English speaking background will, however, need to be monitored, to enable the Library to continue to serve all residents equitably

#### **Aboriginal and Torres Strait Islanders**

In 2011 in Campbelltown 2.5% of the population (4,738 people) had indigenous status, with 48% aged under 17 years.

#### **Impact on the Library**

- There will be a need in future for targeted services, particularly to young people in the LGA identifying as Aboriginal or Torres Strait Islander
- Library staff will need to be aware of, and sensitive to, the information needs of ATSI users<sup>17</sup>
- There are several government grants programs targeting indigenous social and cultural projects which could assist in delivering services to this group<sup>18</sup>

<sup>16</sup> <http://tinyurl.com/n6ksm5q> NSW Department of Planning, SLA Population Projections, 2006 to 2036 [accessed May 2014]

<sup>17</sup> *Library Services Standard for Aboriginal people and Torres Strait Islanders* (2010), State Library of Queensland [http://www.plconnect.slg.qld.gov.au/\\_data/assets/pdf\\_file/0004/150547/150547\\_Library\\_Services\\_Standard\\_for\\_Aboriginal\\_people\\_and\\_Torres\\_Strait\\_Islanders.pdf](http://www.plconnect.slg.qld.gov.au/_data/assets/pdf_file/0004/150547/150547_Library_Services_Standard_for_Aboriginal_people_and_Torres_Strait_Islanders.pdf) [accessed June 2014]

<sup>18</sup> [Indigenous.gov.au](http://www.indigenous.gov.au) <http://www.indigenous.gov.au/article/grants-funding/> [accessed June 2014]

- The library could partner with the Tharawal Aboriginal Corporation, Tharawal Local Aboriginal Land Council and the Aboriginal Advisory Committee of Campbelltown City Council to help foster Indigenous culture in the Campbelltown area

## Education

Compared to Greater Sydney there was a lower proportion of people holding formal qualifications (Bachelor or higher degree; Advanced Diploma or Diploma; or Vocational qualifications), and a higher proportion of people with no formal qualifications, in the Campbelltown LGA. Only 11.5% of persons held a Bachelor or higher degree, compared with the Greater Sydney figure of 24.1%. Overall, Campbelltown had a higher proportion of people who left school at Year 10 or less (46% of the population), although the number of people completing Year 12 is growing.

### *Impact on the Library*

- The library will need to work collaboratively with other agencies in the LGA to provide resources and services aimed at improving literacy levels in the community
- There will be increasing pressure on the library to offer study spaces and homework help support / classes; and to develop information literacy programs
- An increase in the use of library service by people studying for higher education qualifications will impact on the quality of the collection with regards to content level, for both print and electronic material

## Access to Technology

74% of private dwellings in Campbelltown City have Internet connections, with over 67% having a broadband connection. This is somewhat lower than the Greater Sydney figure (76%).

### *Impact on the Library*

- The number of households with broadband Internet access may have implications for the need for Wi-Fi accessibility and the bandwidth provided by the library service i.e. increased expectation of access to connectivity outside the home, school or work; opportunity to deliver value-added services e.g. specific content or database access over library Wi-Fi and within the library via public computers
- There will be an increasing need for technology services provided to older persons to enable them to maintain a place in the wired world or to be able to access it on a needs basis e.g. Internet tutorials for seniors. Staff are likely to have an on-going role as tutors in the use of technology and Internet searching using the facilities provided in the libraries
- The library will play an increasing role for the 18 to 24 years age group in the provision of technology services, e.g. Internet tutorials, workshops, as a source of knowledge for technology development, or as a place to be exposed to new technology
- Online purchasing by individuals may have an impact on the future development of the collection. Given the most common types of goods purchased over the Internet are CDs, music, DVDs, videos, books or magazines, the library may stop lending films and music due to online competition and copyright issues with digital material **or** investigate online lending / streaming services for members (an access and equity initiative)
- The library will need to provide greater open access to certain websites and downloads with implications for ongoing connectivity costs, and the possible need to charge for use of online resources and devices

- Some schools pay students to run IT support - can libraries do the same?
- There will be greater user interaction as the eCollections expand – “library shelves” may become fully digitised and include online readers’ recommendations and reviews

### **Economic indicators**

Analysis of household income levels in Campbelltown in 2011 show that overall 14% of households earned a high income (\$2,500 or more per week), and 19.7% were low-income (less than \$399 per week) households, compared with 23.6% and 18.3% respectively for Greater Sydney.

#### ***Impact on the Library***

Lower income households rely more on public libraries for educational and recreational reading material; are less likely to have access to the latest technology, and may have an increased need to access Government websites. Their capacity to pay for value-added services or programs is limited

### **Employment**

The unemployment level in Campbelltown (7.4%) is higher than the Greater Sydney average (5.7%).

The three most common industry sector employers in Campbelltown were:

- Manufacturing
- Retail
- Health Care

In comparison with Greater Sydney a larger percentage of people were employed as Machinery Operators and Drivers, and a smaller percentage as Professionals and Managers.

### **Workers’ Place of Residence**

In 2011, of the 40,479 people who worked in Campbelltown City, 52.4% also lived in the area. Compared to the Greater Sydney figures, a larger percentage of people travel by car (as driver) and by train to work.

#### ***Impact on the Library***

- Opening hours may need to be adjusted to attract commuters into the library
- The planning / timing of activities will need to take into account working hours to attract more users into the library
- As a majority of the population are employed in industry, as well as health care, this may need to be considered when developing collections, programs and services to support these groups. In addition to this is the opportunity to develop collaborations, partnership and potential sponsorship
- Libraries will create opportunities for the community to learn new skills and to support those undertaking tertiary study
- Libraries may become workplaces for telecommuters and small business operators

## Car Ownership

Overall, 35.9% of Campbelltown households owned one car; 32.4% owned two cars; and 16.0% owned three cars or more, compared with 36.8%; 31.4% and 13.0% respectively for Greater Sydney.

### *Impact on the library:*

- Any new library (or changed location) will need adequate car parking spaces
- The location of any new library buildings will need to be carefully considered in relation to co-location with other services / retail / recreation facilities etc.; and the availability of public transport for those without cars
- Semi-rural populations are more likely to travel to access community services

## Volunteers

In Campbelltown only 12% of the population report doing some form of voluntary work, compared with 15.1% for greater Sydney. The number of volunteers in Campbelltown increased slightly between 2006 and 2011.

### *Opportunities for volunteers in the Library*

- Home library services / delivery of books to people who are housebound
- Sharing of knowledge through assistance with, or provision of, tutorials, workshops or lectures on a regular or occasional basis
- Assisting with family and school holiday programs, book talks, and other library events
- Assisting with homework help and adult literacy classes
- Friends of the Library group
- Local studies projects

## Households with Children

Households with children require different services and facilities than other household types, and their needs change as both adults and children age. There are 26,867 households with children in Campbelltown City in 2011, comprising 54.7% of households, higher than the Greater Sydney average of 44.7%. Nearly half of these households have young children (under 15 years).

### *Impact on the library:*

- A growing demand for resources and services for children, and the need for more space to deliver programs

## Disadvantage and Need for Assistance

The information provided here has been extracted from the profile.id database in particular relating to the *SEIFA Index of Relative Socio-Economic Disadvantage*. Campbelltown's scores on the SEIFA index (944.8) indicates a relatively higher level of disadvantage than the national average.

5.3% of the population in Campbelltown reported needing help in their day-to-day lives due to disability.

### *Impact on the Library*

- An increased need for resources / programs to improve literacy and numeracy levels, both early childhood and adult
- An increased need for lifelong learning programs relating to, for example, technology; resume writing / job readiness; small business opportunities etc
- New or refurbished library buildings will need to address accessibility

## **1.5 Comparative Review Against NSW Public Library Standards**

### **1.5.1 Summary**

The figures used in this section are from the reported data in the *2011-12 Public Library Statistics*<sup>19</sup>, and benchmarked against *Living Learning Libraries*, 5<sup>th</sup> edition 2013.<sup>20</sup> See **Attachment 1: Living Learning Libraries Standards Worksheets, Campbelltown Library Service** for more details.

Comparative review of the library against NSW public library standards and guidelines indicates that Campbelltown Library Service is, overall, of a reasonable standard, when considered against its comparatively poor funding levels.

Campbelltown City Library Service meets or exceeds the minimum NSW standard in the following areas:

1. Borrowers as a % of population
2. Opening hours
3. Staffing and Qualified staffing
4. Items per capita
5. Provision of public programs

Campbelltown City Library service is below the median NSW standard in the following areas:

1. Expenditure per capita
2. Expenditure on library materials per capita
3. Number of borrowers
4. Visitation (numbers visiting the library per capita)
5. Acquisitions per capita
6. Circulation per capita
7. Age of collections
8. Turnover of stock

### **1.5.2 Current Situation in Brief**

- Collections are ageing and currency of materials needs to be addressed
- Acquisition levels are below standard, due to comparatively poor funding levels
- The library is adequately staffed, when viewed in terms of absolute numbers *and* percentage of library qualified staff, but more focus may be required on specialist areas i.e. information technology, servicing the aged, adult literacy and ESL.
- Opening hours exceed the minimum standard, but may not be the most appropriate spread, especially for the large proportion of residents who work and commute. Determining future

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<sup>19</sup> *Public Library Statistics 2011-12* [http://www.sl.nsw.gov.au/services/public\\_libraries/statistics/docs/2011\\_12statistics.pdf](http://www.sl.nsw.gov.au/services/public_libraries/statistics/docs/2011_12statistics.pdf) [accessed June 2014]

<sup>20</sup> *Living Learning Libraries*, 5<sup>th</sup> ed (2013) [http://www.sl.nsw.gov.au/services/public\\_libraries/docs/living\\_learning\\_libraries2013.pdf](http://www.sl.nsw.gov.au/services/public_libraries/docs/living_learning_libraries2013.pdf) [accessed June 2014]



spread of hours will require analysis of visits to each site, and community consultation. Any change to opening hours will need to be well promoted, and evaluated.

- The number of library programs and events has experienced growth. Programs focus on children's activities and the areas of lifelong learning, author talks, local history lectures, technology classes and craft activities. Future library programming needs to be targeted, with measurable outcomes
- Attendance at library programs and events is increasing
- Usage of online databases is high
- There is good access to public technology and Wi-Fi, and high usage rates

### 1.5.3 Comparative Library Services

The libraries used for comparison were Wyong, Gosford, The Hills Shire, Hornsby, Liverpool and Penrith (all category 13, UFV, very large urban fringe Local Government Areas).

The following is a summary of Campbelltown's performance, based on figures reported in Bibliostat<sup>21</sup> for the year 2012/2013.

	<b>Campbelltown</b>	<b>Gosford</b>	<b>The Hills</b>	<b>Hornsby</b>	<b>Liverpool</b>	<b>Penrith</b>	<b>Wyong</b>
Population	152,584	168,807	180,094	165,091	191,142	186,937	155,342
Total expenditure \$	5,935,370	6,800,898	6,177,811	7,327,604	8,372,041	7,506,031	6,548,941
Expenditure per capita \$	38.40	40.29	33.94	44.43	44.40	39.91	42.87
Library materials expenditure \$	496,724	557,053	618,084	695,190	941,887	839,620	488,302
Library materials expenditure per capita \$	3.21	3.30	3.40	4.21	4.99	4.46	3.20
Salary expenditure \$	3,812,882	3,900,652	3,343,256	3,946,904	3,858,588	3,281,775	2,524,682
Salary exp. per capita \$	24.67	23.11	18.37	23.93	20.46	17.45	16.53
Total # of service points	5	11	5	5	6	5	6
Total floor space	7,322	4,349	4,354	4,234	7,988	4,670	2,476
Total open hrs.	262	366	240	236	261	214.5	228
Central hrs.	67.5	40.5	61	65.5	63	70	48.5
Total staff	50.5	49.85	40.5	48.64	57.47	46.93	35.83
Total qualified staff	17	25	13	20	28	19	8
Population per staff	3,021	3,386	4,447	3,394	3,326	3,983	4,335
Total circulation	687,717	855,999	1,406,930	1,277,823	754,583	819,322	811,259
Circulation per capita	4.51	5.07	7.81	7.74	3.95	4.38	5.22
Turnover of stock	3.78	4.94	7.41	6.32	3.61	3.28	5.32
Total membership	72,884	88,801	76,668	70,484	61,264	50,313	42,836

<sup>21</sup> Bibliostat Connect 2012/13 [http://www.sl.nsw.gov.au/services/public\\_libraries/statistics/index.html](http://www.sl.nsw.gov.au/services/public_libraries/statistics/index.html) [accessed June 2014]

	<b>Campbelltown</b>	<b>Gosford</b>	<b>The Hills</b>	<b>Hornsby</b>	<b>Liverpool</b>	<b>Penrith</b>	<b>Wyong</b>
% of pop are members	47.8%	52.6%	42.6%	42.7%	32%	26.9%	27.6%
Total non-resident members	9,031	9,442	21,412	13,567	13,071	4,807	4,007
Total stock	210,362	187,793	200,151	217,535	229,237	337,702	159,208
Total stock per capita	1.4	1.13	1.21	1.39	1.15	1.81	1.0
Age of stock % last 10 yrs.	71%	99%	93%	83%	85%	85%	89%
Age of stock % last 5 yrs.	38%	55%	55%	58%	56%	57%	64%
Total visits	672,298	581,219	1,118,867	977,463	1,145,239	603,620	595,142
Visits per capita	4.4	3.4	6.2	5.9	6	3.2	3.8
Total # events	580	888	961	901	849	341	777
Total # attending	11,166	14,426	32,726	27,359	14,045	10,430	12,942
# Internet bookings	82,458	31,089	43,387	98,851	121,901	Not available	66,141
# of database searches	95,971	62,325	48,674	78,806	78,474	Not available	98,296

It is apparent from the above that while Campbelltown City Library Service compares favourably on many measures it is underperforming in a number of areas when compared to similar library services. Of particular concern are the age of library materials and the expenditure on library materials per capita. A number of strategies have been included in the Implementation Plan to address these issues.

## 1.6 Emerging Trends In Public Library Service Delivery

### 1.6.1 Introduction

Throughout history people have participated in and valued their libraries, and the new public library must respond to a new social, technological, and economic environment while maintaining its enduring values. To do this it will need to use new and different tools and partnerships, but also continue its traditional roles as part of a lifelong learning system and as an engine of cultural and economic development. A critical role now and in the future will be to make information and communication technology accessible in a digital universe of uneven quality. Libraries will stimulate creativity in the community and provide exciting public spaces where people can participate and share ideas. Few institutions have such high rates of participation and esteem in today's changing world.

Public libraries of the future will be catalysts and leaders in community-based economic development. They will have a strategic role in knowledge-intensive industries like digital media. They will also be mainstays of community-based cultural planning and development. The amount of information available will grow, and much of it will be of questionable value and accuracy. Public libraries will play an increasingly significant role in the literacies of the twenty-first century that enable people to select, assess and use the information that will best meet their needs. As the number of technology devices increases, libraries will enable increased equality of access and

participation and help people create and exchange new content. One of the ways libraries will do this is by collaborating, within the library sector and beyond, to develop stronger networks.

Public libraries will continue to be welcoming places in the community, both real and virtual. Renewed physical libraries will be exciting and involving spaces. Public libraries will further develop their role as the preschooler's door to reading and learning and will strengthen early learning and family literacy. Initiatives for young people in school and at risk will be staples of future public library service, and young people will thrive in the redesigned spaces.

The public library of the future will work more strategically with its partners, including government, to deliver services to high-priority groups such as young people, preschoolers and seniors more seamlessly and effectively. The longstanding role of the public library as society's informal learning system will change in terms of service delivery, but it will remain constant in its values and commitment to the individual and the community.

The private sector will recognise that public libraries have a key role in reaching a huge market of people seeking information and knowledge. Businesses will value how this applies to testing new ideas and new media; and the relationship between libraries and the publishing industry will be extended. Other private sector roles may include collaborating in economic development initiatives, and supporting libraries through increased volunteering and philanthropy.



**Figure 1 - Emerging Public Library Trends / Challenges**

The above trends have been grouped under the following headings:

- Visitation and Lending
- Service Delivery and Shared Services
- Infrastructure
- Community Development and Programing Initiatives
- Digital Technology
- Collections
- Partnerships
- Resourcing
- Professional
- Economic

### 1.6.2 Visitation and Lending

Visitation numbers to public libraries nationally are stable and not in decline; however public libraries are experiencing a general reduction in demand for some physical collections, especially non-fiction materials and reference materials i.e. over the past five years the national loans per capita has declined (-7.7%), with only Tasmania reporting a small increase (3.7%), and with South Australia consistently reporting the highest per capita loans during the period.<sup>22</sup> The reasons for decreases in lending are many, and arguably have little do with the advent of eBooks, as many public libraries are lending material in this format now (and predominantly light fiction). Rather, these decreases may be related to the amount of time people have available to read, a higher emphasis on collection development by libraries, which means people are finding what they want to read more often, and therefore are not over inflating loan figures by borrowing large numbers of books in order to find one or two worth reading; and unfortunately, to the poor levels of functional literacy evident across Australia.

### 1.6.3 Service Delivery and Shared Services

The contemporary public library service requires flexibility, agility, and adaptability, and also needs to engage more meaningfully and regularly with its users and community. Indeed it must reflect both the needs of its users and the expectations of the community it serves. This new model requires public libraries to focus more on their internal effectiveness and efficiencies, to have a stronger policy base, to plan strategically, to meet professional standards and guidelines, to keep abreast of and study new service delivery innovations, to form collaborative partnerships, and to consult more widely with users and potential users. This model also involves public libraries developing services, systems and processes that allow for delivery of services beyond the physical boundaries of the branch i.e. via online delivery, and community outcomes driven outreach services and programs.

State and local governments should recognise the importance of the work done by public libraries (for example programs for literacy, student success, early childhood learning and young people) and explicitly include them when developing programs. With branches in every community, public libraries offer opportunities for government to exploit their potential in priority areas such as health promotion and prevention to make information more available and visible.

It is becoming more common to find libraries being co-located with other services i.e. the dual Council Customer Service and Library Services model (often referred to as a One Stop Shop model) employed by a number of Councils provides benefits that include economy of scale, decentralisation of services to improve customer reach, and more accessible services for the community. A shared

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<sup>22</sup> National & State Libraries Australasia (NSLA) Australian Public Libraries Statistical Report 2010-2011 (Compiled June 2012)

service model also provides, or potentially provides, the opportunity for libraries to partner with other non-Council services. For example, public libraries have been co-located with school libraries, community centres, youth centres, aged care facilities, museums and galleries etc. While there have been mixed reviews of some co-located services, the overall trend is a positive one for the community, offering both convenience and reducing overall running costs.

A more common trend has been to locate commercial services such as cafes and shops within or attached to a library. This model provides an additional service to library users, and creates a revenue stream via leasing arrangements.

Other examples include a mixture of commercial services (Library Café), commercial location (close to or within a major shopping complex) and real estate sales (apartments located in the library building) to offset the cost of a new library, for example The Hills Library Service (NSW). There are also opportunities for Campbelltown in shared service delivery with the university.

#### 1.6.4 Infrastructure

Growth in usage of libraries, general recognition of the library as an important community focal point, hub, venue or *community living room*, and the establishment of public library building standards and guidelines (*People Places*<sup>23</sup>) have led to an overall increase in the size, and design of public library buildings. Buildings that are well located for easy community access, have internal spaces that are adaptable and easily reconfigurable (e.g. moveable display modules, shelving and furniture), have both wired and Wi-Fi access to library and personal technology, have community meeting rooms, and provide targeted community programing and events.

The growth in library spaces and capital investment by Councils and through state government grant funding recognises the positioning and strength of the public library as a community venue, with a diverse but compatible range of uses and services. Recent NSW examples include Wallsend Library (Newcastle), Ryde Library (City of Ryde), Liverpool Library (City of Liverpool), Ingleburn Library, and the recently opened Bankstown Library.

Libraries of the future may also have a presence in non-traditional spaces to ensure all residents have access to resources and services. Libraries should be engaging spaces in which the community can create and share its stories. Library spaces should be attractive to other users in the community and could feature after hours' use as meeting or performance space.

Libraries help revitalise struggling or depressed neighbourhoods and down towns. Place-based economic development stresses the importance of offering attractive, functional, and community-based places, such as libraries, in town squares and depressed neighbourhoods. Like a major department store in a shopping centre, libraries attract large numbers of people, creating economic opportunities for a myriad of businesses and organisations in the surrounding area.

Library buildings are rich in symbolism and meaning. They do not need to be architecturally grand to communicate to the public their underlying value: that libraries, information, and shared community space matter.

Libraries' solid community connections, high regard, capacity to deliver programs and distribute information make them a focal point for community education, and a major player in creating

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<sup>23</sup> *People Places: a guide for public library buildings in NSW* (2012)  
[www.sl.nsw.gov.au/services/public\\_libraries/our\\_services/publiclibrarybuildings.html](http://www.sl.nsw.gov.au/services/public_libraries/our_services/publiclibrarybuildings.html) [Accessed June 2014]

livable, environmentally friendly cities and towns. New library buildings can be showcases for sustainability, both environmentally and economically.

*People Places: a guide for public library buildings in NSW* identifies the following key trends for consideration when designing or redesigning a library. They should be:

- Cultural and community hubs
- Both functional and multi-purpose (adaptable / flexible spaces)
- Enable access to the latest technologies
- Places of lifelong learning

The use of secure outside spaces enhances the library's capacity to deliver services and programs, and creates a more pleasing environment for users. It is common for library cafes to feature indoor-outdoor spaces, and some libraries have incorporated community gardens within their precincts.

### 1.6.5 Community Development and Programing Initiatives

"A good local library is not just about borrowing books or storing physical artefacts. It is where individuals become card-carrying members of a local community. They are places where people give as well as receive. Public libraries are keystones delivering the building blocks of social cohesion, especially for the very young and the very old. They are where individuals come to sit quietly and think, free from the distractions of our digital age. They are where people come to ask for help in finding things, especially themselves".<sup>24</sup>

The emerging trend of public libraries playing an active role in community development and capacity building is based on the widely held view that libraries are:

- informal spaces
- non-threatening places
- non-judgmental
- neutral and democratic spaces
- safe places
- supportive places

The delivery of targeted programing, events and activities is a major area of growth across the Australian public library network. Programs are traditionally delivered in four major areas:

- Adults
- Children
- Literacy
- Digital literacy

The broad areas of focus in this regard typically are:

- learning and capacity building
- shared and interactive programs
- recreation

Libraries are places where people come to know themselves and their communities. "People may go to the library looking mainly for information, but they find each other there." Robert Putnam, *Better*

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<sup>24</sup> *In Praise of Libraries*, Richard Watson (2011)

<http://toptrends.nowandnext.com/2011/12/28/in-praise-of-libraries-and-librarians/> [accessed June 2014]

*together* (2003)

New parents connect at baby bounce sessions; elderly people attend events and find that they make new friends; teenagers meet up in libraries' teen spaces after school; and readers discuss their books and their lives at Book Club meetings. Community-building connections are happening in libraries all the time. A new feature of many libraries is the development of social enterprise initiatives such as community cafes, community gardens, craft groups supporting charities and so on.

Public library staff know their communities firsthand, and interact on a daily basis with patrons from all walks of life. This puts libraries and librarians in a good position not only to bring local issues to local authorities and social agencies, but also to partner with them to address these needs. There are libraries lending musical instruments, tools, seeds, cake tins, science equipment and information technology, like gaming consoles, laptops and e-readers. Such unique collections show how locally responsive and flexible a truly community-centred library can be.

Libraries provide information, resources and a space for everyone - minority groups, the disabled, the elderly, carers, refugees, members of culturally and linguistically diverse communities, young people - in an accessible and appropriate manner.

The growth in the area of lifelong learning in particular has seen libraries move from a more passive role i.e. as a trusted and neutral place for self education, to a more defined, facilitated, and outcomes-based role i.e. hosting, facilitating or running learning programs and activities for specific purposes. In this they contribute to community capacity building, social inclusion and lifelong learning.

One of the traditional roles of the public library in society is facilitating the creation of knowledge in our communities. Promoting literacy through instruction has long been a part of the librarian's job. Today, the concept of literacy encompasses much more than just reading and writing; it has evolved into transliteracy, commonly defined as the ability to read, write and interact across a range of platforms and tools. As new technologies emerge in our communities, library customers turn to libraries and librarians for instruction in the use of new technologies, for help and troubleshooting, and in some cases as their only means of access to those technologies. Most public libraries now provide public access computers and instruction to support computer literacy.

Nowadays libraries offer concerts, author visits, exhibitions and book launches on a regular basis. This not only opens opportunities for the community to access and enjoy the arts but also provides a venue for local artists, musicians and authors to promote and showcase their work. Many libraries also provide a wide range of resources and services to support the arts, including craft sessions at storytime, writing workshops, artists in residence and state of the art sound editing and music mixing software. Social media, video equipment, and microphones make it easy to share content.

A more recent initiative being developed and run by public libraries alone or in partnership with community and commercial organisations is the makerspace. A makerspace is a workspace where people with common interests, often in computers, machining, technology, science, digital art or electronic art, can meet, learn, socialise and collaborate. Makerspaces have also been compared to separate regional community-operated spaces with similar aims and mechanisms, such as Men's Sheds. The reasons for adding a makerspace to a library is to foster peer-to-peer learning and community organisation.

Elements of a makerspace could include:

- **Networking:** Share insight, ideas, and best practices from one makerspace to another. Connect on a local level with makers on the ground and community partners who support making. Get access to an open and collaborative network of educators and members of the worldwide maker community, all doing this work too.
- **Project Library:** Allow new makers to conduct or participate in projects based on their own interests, ability, and available equipment
- **Learning Lab:** Create and capture content to inform projects and future projects, and to provide better ways for learners to discover and access relevant content.
- **Training and Support:** Create an open learning environment that engages learners and facilitators; introduces and shares new ideas and projects, and provides ongoing feedback and support.
- **Tools (Hardware + Software):** Provide access and exposure to tools that enhance makerspace projects, idea development and exploration, and skill development and sharing

Librarians know that their patrons are not just information consumers they are information producers. Patrons use the library to gain knowledge in order to create their own new and independent works. Increasing numbers of libraries now provide spaces and services that meet the needs of people who want to learn, for example, how to edit articles on Trove or Wikipedia, set up blogs or podcasts, create their own zines and much more.

The public library is a door to learning for preschool and school age children. It strengthens the critical pillars of the knowledge-based economy, such as early learning and family literacy, directly and through partnerships with other organisations in the learning sector. For young people, it is a safe, inviting, and vital space, with up-to-date technologies for learning and socialising in both real and virtual space. Specific co-curricular programs like Homework Help strengthen its impact on learning and post-secondary readiness and help bridge the economic divide that impacts on students' academic performance

Libraries are important partners in child development. Through library collections, programs, and physical spaces, children learn to share, to be engaged in their communities, to participate in the arts, and to explore their immediate world and the world at large.

### 1.6.6 Digital Technology

#### *e-Materials*

*The transformation of the media market and the emergence of eBooks are causing great changes to library models worldwide. The answers libraries find to the challenges emerging, and the positions and models developed moving forward will be crucial to their future.*

*Over hundreds of years libraries decided what books to buy and use for public lending in accordance with their collection development policies or plans. In the world of eBooks libraries no longer have such a right. It is a significant - and in the view of libraries unacceptable - change that today the acquisition policies of libraries may be decided by publishers and not by libraries themselves. Library Associations both nationally and internationally have taken up the challenge to find solutions to this problem, with the hope of coming up with a solution or model that protects both libraries and importantly e-access by library users.<sup>25</sup>*

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<sup>25</sup> E-books in libraries: A global question of survival? [<http://www.cilip.org.uk/ifla-mlas-seminar2013/pages/default.aspx>] (Accessed May 2014)



The rapid growth of ePublishing and the availability of eBooks could see eBook sales sharing the market 50/50 with hard copy sales within the next 10 years.<sup>26</sup> Many public libraries throughout the world and Australia have started lending e-materials (predominantly eBooks, with some eAudio), including Campbell town City Library Service. Most of the e-content purchased or subscribed to in Australia is delivered through content aggregators such as *Overdrive* or *Bolinda*. This is done to handle the plethora of lending and licensing conditions placed on these items by publishers. This new format brings with it the need for both library staff and customers to be trained in the use of e-readers, the software and device requirements and the steps needed to borrow material. As with other technological innovations used by libraries, staff require a new suite of troubleshooting skills.

The exponential growth in eProducts is further deepening the digital divide i.e. will impact economically, educationally and accessibility. All levels of government have in fact recognised this issue; however, the push towards everything online is leaving a lot of the community behind. Telstra, for example has recognised this through its development of a set of free digital literacy tools 'Everyone Connected'<sup>27</sup> for use by public libraries (to learn, educate and share), other organisations and individuals. While this initiative is predominantly aimed at seniors, the material and program is of benefit to anyone wanting to learn how to use eProducts such as smart phones and tablets, properly and to maximum benefit.

The library will need to keep an active watch on eDelivery service providers to determine both the best value for library patrons and best value (dollar wise) for Council. It must be noted that currently, eMaterials cannot be considered an asset, as libraries do not own the digital rights. There has been some work done in the USA to investigate the case for libraries to collaboratively purchase the digital rights to their eMaterial, in some form of collective purchasing.<sup>28</sup> For example in Canada and the USA the Hoopla Digital service is providing a new eAccess model for public libraries i.e. providing an unlimited number of copies of any given eBook and a pay per use model. This idea means libraries would spend more on popular items but not be exposed to too much cost for unpopular or unused items. While this service is not available in Australia yet (although Hoopla are investigating the overseas market), it does offer some insight into the different models of access that are being developed and one with the potential to provide costs savings when compared to the hardcopy model.

What is not taken into account here is the initial and ongoing cost of accessing, using and updating technology and the Internet, the low functional literacy rates of many Australians (Digital literacy builds on existing literacy i.e. being able to read), limitations of access choice i.e. as more and more commercial organisations and governments push everything online, and the vast array of copyright / digital rights issues that are restricting use and sharing (lending) by public libraries or anyone for that matter. Public Libraries must now, more than ever, strive to ensure equitable and supported access to the digital world for their communities i.e. to help their customers and communities to both operate and succeed in a growing digital environment.

### **Digital Information**

The rapid uptake of mobile and smart devices; and the way people like to access information and entertainment, and interact with each other, with business, at work, and with government will all

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<sup>26</sup> Pesche, Mark (Digital Consultant): ABC TV 7.30 report 18 March 2010

<sup>27</sup> <http://www.telstra.com.au/telstra-seniors/>

<sup>28</sup> *Can libraries work together to acquire eBook assets?* <http://go-to-hellman.blogspot.com.au/2010/09/can-libraries-work-together-to-acquire.html> [accessed June 2014]

have an impact on the design and delivery of public library services. The exponential growth in digitisation, the production of digital information, and digital publishing has in many ways made the role of the public library more important than ever. The public library's recognised and core role of providing free access to reputable information (content) is being impacted in many ways including:

- The commercial aggregation of digital products, and the ensuing copyright and varying usage models associated with aggregation e.g. ownership versus subscription, or limited use and lending
- Search engine optimisation (SEO) by commercial entities to drive their data or products to the top of search lists e.g. Google
- Growth in 'Big Data' – the library's ability to locate, reference and or catalogue accredited data to meet the needs of users
- Access technologies i.e. the growth in smart technologies / devices, and commercially driven access applications and information sources
- Growth in need to access resources and information electronically (internally and externally), while still maintaining access to more traditional hard copy resources
- Convergent interfaces and access models i.e. Internet, search and social networking, and messaging
- A move from being information providers to being content developers e.g. library as publisher

### *Wireless Access*

The growth in public library Wi-Fi hotspots has emerged as an important customer service trend, in that it supports users on their own devices, and brings people into the library where they can access other complementary services. This service has the potential to free up time on the more traditional hardwired public access terminals, and reduces the demand for additional terminals. Libraries will have to monitor the quality of their Wi-Fi service to ensure the provision of a competitive service, and explore ways of using this service for marketing purposes e.g. pop up advertising; Wi-Fi page useful links etc. The exponential growth in accessing the Internet and Internet based services via Wi-Fi will also impact on a public libraries operating costs as the thirst for high-speed access and bandwidth increases. Public libraries may have to look at placing restrictions on the level or amount of access, and/or setting a fee for access for non-members.

### *Public Access Technology*

Libraries need to offer their customers technology access that is up to date i.e. there is a strong expectation that users are able to access up to date operating systems, software, connectivity, social media and browsers. If this does not occur, users may experience issues with software or browser incompatibility. Public computer security images should allow for easy updating of software. Keeping public computers up to date is difficult and costly for Councils, however there is a growing trend internationally to 'buy in' public access computer services, for example see: <http://www.userful.com/public-computing>. These type of services have the potential to remove many of the unintentional 'roadblocks' that place restrictions on software range, updating etc. that are a common feature of the library being part of a Council system / network

### *The National Broadband Network*

The National Broadband Network (NBN) is an Australian Federal Government initiative aimed at building Australia a new communications network. Rollout of the NBN will not occur simultaneously across the Campbelltown LGA – some areas have already been connected, some are in preparation

and others do not yet have proposed dates for the rollout. This initiative is already starting to impact (albeit in a limited number of libraries to date) positively. A good example of this is the Townsville Library Digital Hub - a place for Townsville residents to gain the digital skills needed to enjoy the benefits of the NBN when it becomes available to them, and also allow residents to experience the NBN in a friendly and supportive environment. Other initiatives include a Smart Lounge with an Internet-enabled TV and a suite of mobile equipment such as iPad tablets and e-book readers. Another good example is the Digital Hub at Kiama Library<sup>29</sup>.

### *Technology Exploration Centres*

Technology Exploration Centres or TECs (also known as Technology Showcases, Gadget Garages, Techie Toyboxes or Technology Petting Zoos) build on the public library's role of informing and creating learning opportunities. The advent of TECs has allowed library customers and other interested people the opportunity to handle and discover a wide range of devices such as eReaders, tablets, smart phones etc. in a non-sales environment. This TEC approach can be done by the library purchasing these devices or in partnership with local commercial providers. The NBN will offer even more opportunities in this regard e.g. the web broadcast of selected library programs and events, and video teleconferencing, audio domes for accessing Internet telephony services such as Skype, and online training.

### *Mobile Access and Web Design*

An emerging trend that is yet to have a major take up by Councils or their libraries is the advent of mobile websites, smart apps, and e-news communications developed for reading on mobile devices e.g. smart phones or tablets. It is very likely that public expectation of being able to access Council services (including library services, catalogue etc.) via mobile websites or targeted apps will increase, and accordingly development work on this needs to occur soon. This trend offers Councils and their libraries an opportunity to rethink the way information is presented and accessed – the mobile world expects quick and intuitive access to information, services and interactive communication. There is also an opportunity for Campbelltown Council to incorporate Council customer service access within or alongside any mobile or smart device application i.e. do all your business in one place online.

The rapid escalation in take-up of emerging technologies such as smart phones and tablets and the millions of smart applications, and mobile websites available is changing the world's expectation of how services are delivered, and how people can interact and engage with each other, and with business and government. From a public library perspective this offers the opportunity to explore more self-serve options, and also gives the user an opportunity to create and interact with their own personal data. The library's online management system and website already offers a level of self-service and personal interaction with the library, but will need to focus more on meeting user expectation in this regard now and into the future, as will the suppliers and designers of library support products e.g. library management systems and web presence.

New technologies, smart devices and online servicing models will impact on expectations around the speed of service delivery, for example, one can purchase and download an eBook immediately, with which the traditional or outsourced models of library hard copy procurement cannot compete. It is arguable that procurement of eBooks by libraries will greatly improve delivery times, however the various restrictions placed on e-materials by publishers and aggregators will still create queues for popular materials. There is the added bonus of not requiring the library to chase up overdue loans (as there is an automated return process on all known library eBook lending platforms).

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<sup>29</sup> <http://www.kiamaconnect.com.au/kiama-and-the-nbn/digital-hub-kiama-library/> (Accessed June 2014)

## 1.7 Collections

Our public library buildings are getting bigger, despite the fact that physical collections are not experiencing any real growth and in some cases are decreasing (particularly non-fiction), due to the move to digital and Internet based information retrieval and resources.

It is worth noting the following trends and challenges around public library collections:<sup>30</sup>

- The physical versus digital composition of collections will change
- Development of targeted and in-demand collections. Library users will expect the latest format/s
- More emphasis on collection display and arrangement e.g. face-out bookshop type display and thematic displays; and more attractive shelving
- Reference resources increasingly being incorporated into non-fiction lending collections
- Greater attention to creation of living room/ reading / study spaces by furniture and shelving placement (genre and/or subject based)
- Increase in recreational collections
- More frequent 'weeding' to keep collections vibrant and relevant
- Unique collections, which tell the story of our community – local history, indigenous etc and grow out of specific community needs
- Less reference material and more 'how to....' resources
- Books may become 'retro-cool' and demanded by young people
- Lowering procurement costs via collaborative purchasing arrangements, online purchasing and shelf ready outsourcing

However, public libraries are now clearly moving into a very challenging period due to fundamental changes in the publishing sector brought on by e-publishing, and the move of aggregators such as Amazon to heavily control and regulate the digital market place, which from a public library viewpoint is creating publishing silos, which are much harder to navigate for collection development purposes than the more traditional hardcopy publishing models.

Collectively Australian public libraries spend approximately \$1 billion dollars annually on library materials. It will be sometime before there is a clear picture of how the digital publishing trend will affect libraries, especially in the areas of digital ownership and lending and access. Many eBook licences restrict access to materials to only registered borrowers of a library service. Other collections (such as many items held by the State Library of NSW, and collections such as Project Gutenberg<sup>31</sup>) are available more widely.

An emerging trend to watch is the public library as e-publisher and/or aggregator of local and independent e-publications and publishers, perhaps in partnership with independent publishers or groups<sup>32</sup>, for example local and family history societies. Public libraries will also need to consider how they can then collectively aggregate their e-published materials – rather than operating in local silos.

Hard copy materials are still in strong demand and being published, with the emerging eBook trend adding yet another reading format to those already available through the public library. The market will essentially drive the hardcopy to e-copy ratio in the future, and this will eventually filter through to how public libraries develop and operate their collections. Public libraries will still have an

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<sup>30</sup> *Tomorrow's Library*: Ministerial Advisory Council on Public Libraries (VIC) (2012) [http://www.dpcd.vic.gov.au/\\_data/assets/pdf\\_file/0009/95283/Tomorrows-Library-Discussion-Paper.pdf](http://www.dpcd.vic.gov.au/_data/assets/pdf_file/0009/95283/Tomorrows-Library-Discussion-Paper.pdf) [accessed June 2014]

<sup>31</sup> Project Gutenberg <http://gutenberg.net.au/> [accessed June 2014]

<sup>32</sup> For example, Douglas County Library (USA) <http://douglascountylibraries.org/epublishers> [accessed June 2014]

obligation (community expectation) to balance the needs of all users to create equitable access to collections.

Non-English ePublishing is generally not emerging at the same rate as English materials, with some exceptions. In some countries ePublishing is all but non-existent, for example India. While there is a growing market in Europe, obtaining non-English content in Australia will be difficult, at least in the medium term, due to a lack of suppliers and higher costs.<sup>33</sup>

## 1.8 Partnerships

Public libraries need to consider developing project and program based partnerships and sponsorships, including the development of Return on Investment (ROI) business cases for potential partners and sponsors. The trend emerging in this regard is for public libraries to take a much more planned and formal approach to attaining and maintaining partnerships and sponsorships. These partnerships can be internal i.e. with other sections of Council, or external e.g. with the public library network, business, government, non-Government organisations, local community groups etc. While it has been common in the past for libraries to achieve small ad hoc sponsorships for various activities, it is clear that in a climate of tight budgets and competing local government priorities libraries need to focus on developing key partnerships. When planning new library facilities, a partnership arrangement with a developer can result in significantly reduced costs for Council, as the benefits delivered by libraries in commercial developments such as shopping centres, are well documented.

Beneficial partnership models already exist that can inform the thinking and planning of Campbelltown City Library Service, for example:

- Hume Libraries in Melbourne are involved in a strategic partnership with other organisations such as learning centres, local business, education institutions and employment agencies. Called the *Hume Global Learning Village*, the network combines the collective resources of the 700+ membership of individuals and organisations to improve learning opportunities for the local community.<sup>34</sup>
- Sydney's Northern Beaches *Inside Break* (HSC Resources website) *is an innovative service originally available to secondary schools in Sydney's northern beaches region and is a cooperative venture between Manly, Pittwater and Warringah library services whose three local LGAs represent a collective population of 250,000 people.*<sup>35</sup>
- The University of Western Sydney, in partnership with a number of large western Sydney Councils including Bankstown, Parramatta, Fairfield, Camden and Campbelltown, has a partnership with Tutoring Australasia which provides financial support to assist with the delivery of its online homework help service *Your Tutor*, which is available to local primary and secondary school students through public libraries.<sup>36</sup>

It is important to also consider practical community partnerships through strategic connection with selected community organisations and groups, and through the development of a Library

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<sup>33</sup> Interview with Oriana Acevedo, Multicultural Services Consultant, State Library of NSW 2014

<sup>34</sup> [www.humelibraries.vic.gov.au/hume\\_global\\_learning\\_village](http://www.humelibraries.vic.gov.au/hume_global_learning_village) (accessed June 2014)

<sup>35</sup> <http://www.lgma.org.au/downloads/File/Robert%20McEntyre%202011%20LGMA%20National%20Congress%20-%20May%202011%20RECENT.pdf> (Accessed June 2014)

<sup>36</sup> Ibid.

supporters' strategy. Friends of Library groups are common across the public library network, providing varying degrees of practical benefit to libraries. Non-success is most often due to poor scoping, and a lack of clear policy and focused management. The potential for a successful partnership with the community via a Friends group has great potential if handled correctly and responsibly.

## 1.9 Resourcing

### *Operational Funding*

The focus on library resourcing cannot truly be considered an emerging trend, as libraries have always been under pressure to do more with less, despite being one of local government's most used and most loved services. There is however, an emerging trend around developing more sustainable resourcing models for public libraries i.e. beyond access to rates, loans, Section 94 and grant funding. The additional pressures on funding levels brought on by years of cost shifting to local government by successive state governments has added to this issue and continues to be a lobbying point for both local government associations and public library associations. Currently, the shared cost of public libraries in NSW is approximately 93% local government and 7% state government (subsidy and grants program).

Public libraries, including Campbelltown City Library Service will need to focus more attention on how services are resourced in the future. Beyond beneficial partnerships, the Library and Council will also need to consider how the Library generates service income – income that can at least partially offset operational costs.

### *Income Models*

A stronger focus on library resourcing and income has emerged over the last decade. This is due in part to growth in library services, competition with other Council services, and shrinking state government funding (in real terms). The following provides an overview of possible income streams for libraries.

**Income and Expenditure** - this model is cost neutral to Councils i.e. expenditure mirrors income. This is usually a service-based initiative, for example fees for training programs and meeting room hire incomes offset expenditure in nominated areas.

**Community Levy** – best for capital projects such as the building of a new library, for example Gosford City Council, NSW places a levy on all residential rate notices for the building of a new Central Library. A community levy can be in addition to funds collected via Voluntary Planning Agreements or Section 94 Plans.

**Joint Agreements** - some Councils and public libraries have regional or consortia agreements with other adjoining Councils regarding shared costs of public library services, for example the current arrangement between Ryde and Hunters Hill Councils; or on a larger scale as evidenced by, for example, the Riverina Regional Library Service.

**Subscription** (for non-residents) – the best-known model is that introduced by the City of Sydney, due to the large number of non-resident users. As Campbell town is a signatory to the Library Reciprocal Agreement it is unlikely they would be able to implement such a subscription.

**Fee Structures** - the focus of library income generation has generally been on collecting fees for overdue material, lost material, photocopying and printing, and the reservation of materials. The staff time and costs involved in collecting this type of fee in cash are, in most cases, higher than the revenue raised. Libraries need to put more focus on value-added income initiatives, for example room hire, leased space in new or existing library developments, programs and events. Libraries also need to consider taking electronic payments and move away from cash collection and reconciliation. It is possible for library cards to operate as debit cards, to pay, electronically, for such things as reserves and attendance at programs and activities.

**Deductible Gift Register (DGR) Status** – a growing number of public libraries have obtained DGR status through application to the Australian Tax Office. This status allows tax deduction for financial gifts and donations to the library. To date public libraries have yet to obtain any serious income from this status. DGR status however would attract greater levels of sponsorship, and be an added attractant for potential business partners. It is also worth noting that many philanthropic grant programs are only available to organisations with DGR status. [See: <https://www.ato.gov.au/Non-profit/Gifts-and-fundraising/Deductible-gift-recipients/Applying-for-DGR-endorsement/>]

**Merchandising and other Commercial Arrangements** - many libraries merchandise in small ways, for example the sale of library bags. However, there are examples nationally and internationally where public libraries have developed their own products, and/or have gone into partnership with other providers to market and sell merchandise etc.. For example, the Seattle Public Library Service (USA) has installed a high quality 'Friends of the Library' Shop, run by 'Friends' volunteers that sell items to generate funding for library collections etc. The Vancouver Library (Canada) incorporated in its design commercial spaces for cafes, a stationery shop, and a Friends shop. The leasing arrangements provide a regular and meaningful income stream for the library. In Australia, the Hills Library (NSW), Liverpool Library (NSW) and Ipswich Library (QLD) have commercial cafe spaces leased. The Greater Taree City Library has entered into a commercial and social enterprise arrangement for their recently installed Cafe.

## 1.10 Professional Standards and Guidelines

When reviewing and considering emerging trends in the public library sector it is useful to consider the work being done by the library profession and its associations in creating useful and meaningful standards and guidelines for the operation and performance measurement of public library services.

### *Evidence Based Standards And Guidelines*

Public libraries are under constant scrutiny and review (by their governing bodies and the profession), with a particular emphasis on streamlining services, modernising service delivery models and reducing costs. The library profession has a long history of collecting statistical data on library operations, for example loans, visitation and per capita expenditure – mostly for local and state reporting purposes. In more recent times however the profession (through its associations and with support of state libraries) has collaborated to produce evidence-based standards and guidelines to provide a clearer picture of a given library's performance and how it compares at a state and national level. It also provides goals for attainment (to enhanced or exemplary service delivery levels), and best practice standards that are intended as suggestions for the operational improvement of library performance. These standards also underpin the need for equitable access to public library services and programs.



The two documents referenced here are:

1. *Living Learning Libraries: standards and guidelines for NSW public libraries*<sup>37</sup>
2. *Beyond a Quality Service: strengthening the social fabric. Standards and guidelines for Australian Public Libraries*<sup>38</sup>

See **Attachment 1** for comparative data on Campbelltown City Library Service

### 1.11 Economic Development

With the multi million-dollar investment in Australian public libraries and growing pressure on local and state government budgets, efforts have been made over the last five years to quantify the return on investment achieved by public libraries.

With libraries involved in many activities, which positively influence communities in a number of ways, quantifying all the impacts of libraries on their communities can be difficult. Nevertheless, international and Australian studies have attempted to identify the return on investment of public libraries.

Three Australian studies into the economic value of public libraries have been commissioned and published. They are:

- *Enriching communities: The value of public libraries in New South Wales* (2008)<sup>39</sup>
- *Dollars, Sense and Public libraries: The landmark study of the socio-economic value of Victorian Public libraries* (2011)<sup>40</sup>
- *The Library Dividend: a study of the socio-economic value of Queensland public libraries* (2012)<sup>41</sup>

There is also work underway to create a national report on the value of public libraries.<sup>42</sup> The findings of several international studies of the Return on Investment for every dollar invested in public libraries show similar results, and are included as **Attachment 2, Return on Investment in Public Libraries**.

The context of these documents is important to note, as they are the outcome of libraries 1) having to justify their existence and importance in a tight economic climate, 2) the legitimate need to demonstrate return on community investment and best value for dollar invested; and 3) to provide a local, state and national basis on which to lobby all levels of government regarding the growing importance, and economic worth of the public library.

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<sup>37</sup> [http://www.sl.nsw.gov.au/services/public\\_libraries/living\\_learning\\_libraries/index.html](http://www.sl.nsw.gov.au/services/public_libraries/living_learning_libraries/index.html) (Accessed June 2014)

<sup>38</sup> [https://www.alia.org.au/sites/default/files/documents/Publishing/Archivedreports/PLSG\\_ALIA\\_2012.pdf](https://www.alia.org.au/sites/default/files/documents/Publishing/Archivedreports/PLSG_ALIA_2012.pdf) (Accessed June 2014)

<sup>39</sup> Enriching Communities (2008), State Library of NSW

[http://www.sl.nsw.gov.au/services/public\\_libraries/docs/enriching\\_communities.pdf](http://www.sl.nsw.gov.au/services/public_libraries/docs/enriching_communities.pdf) [accessed June 2014]

<sup>40</sup> [http://www.slv.vic.gov.au/sites/default/files/dollars-sense-public-libraries-summary-report\\_1.pdf](http://www.slv.vic.gov.au/sites/default/files/dollars-sense-public-libraries-summary-report_1.pdf) (accessed June 2014)

<sup>41</sup> <http://www.plconnect.slq.qld.gov.au/manage/championing> (accessed June 2014)

<sup>42</sup> A cooperative project between ALIA and the state public library associations



## SECTION 2. CURRENT AND FUTURE SERVICE DELIVERY

### 2.1 Introduction

Campbelltown City Library Service, like all Australian public libraries, is experiencing pressure to change, innovate and restructure to meet the contemporary needs of its community, within a fiscally tight / resource scarce environment. It is in this context that the Library Review project was created, to enable Council to:

- review the current branch infrastructure and service delivery model; and
- investigate new service models for the Library, focusing on cost efficiency, better practice, innovation, and excellent customer service.

The Library Review project includes an overview of Council's current library service, a review of best practice and innovative models, and recommendations for the future of the library service.

### 2.2 Community Expectations of Libraries

Most people now have high expectations, not just of libraries, but of services generally. They bring their experiences of other buildings – notably retail and entertainment – into the library with them. The need for visual appeal has led to a 'retail' approach in public libraries. Many lessons learned from supermarket design have been successfully applied to libraries. These trends provide opportunity for Campbelltown to provide more attractive and functional library space.

Library trends and recent service models point to the need for the public library to become more flexible as a centre for community engagement and development. 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.

People are spending longer in libraries; in Australia on-site use is outstripping growth in loans, and they want a pleasant environment; so spaces are needed where they will feel comfortable. Many people want to converse with each other informally: noise levels are generally higher. Some people want a room of their own where they can discuss, plan or argue: group study rooms and seminar rooms are now very common in public libraries. Other people just want a quiet area where they can concentrate: this may require a quiet study room, or a 'homework' room, or simply good layout and acoustics.

Users range from children in strollers to elderly people using walking frames or powered chairs. Australia's population is ageing and accessibility standards are becoming more and more stringent. Australians come from many ethnic backgrounds and everyone should be able to feel at home in the library. Community art and public art can be a welcoming feature and can be integral to the design. Some people have special language requirements: this may mean multilingual signage or space for language learning.

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.

A 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. 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 the City of Hume, Victoria, the Pathways Library in Moreton Bay, 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.

More and more libraries are being located in shopping and commercial centres, often as a result of a deal between the local authority and a developer. Many shopping centre owners are aware of the large numbers of people who come into libraries, and therefore into their shopping centres, each day. However shopping centre space is expensive and there is usually pressure to keep the size of the library to a minimum, and locate the library in a non-premium site.

Land values are also encouraging local authorities to try to realise as fully as possible the potential of any sites which they own when they have to replace or upgrade community infrastructure. In many areas large civic renewal projects are currently being considered which involve the regeneration of entire city blocks with public libraries as major 'anchor tenants'.

## 2.3 Current Branch Overview

Campbelltown City residents are served by four branch libraries, a home library service and an online library. The current Campbelltown library service model is centralised, with planning, administration, human resource management and collection development occurring centrally. The HJ Daley Library houses the largest collection and a greater number of staff. There are however, some backroom functions occurring at each branch library such as material selection and program development.

A future service delivery model for Campbelltown City Library could reflect the contemporary trend for a tiered model i.e. a city library and one or more large town centre libraries and smaller neighbourhood or village facilities. See *Libraries For Ryde, Service Delivery Model*<sup>43</sup> as an example. In such a model, there is no attempt to duplicate services across all branches but to customise the size, opening hours, collections, services and programs to match each neighbourhood's demands and needs. The smaller facilities are supported by the resources and staffing at the larger town centre libraries. An additional tier of pop-up or semi-permanent libraries can easily be added to the model (these facilities can act as basic, temporary service points in newly developed areas for instance, pending establishment of a more permanent library presence).

The HJ Daley, Ingleburn and Glenquarie branches are the best-located libraries relative to the site criteria, reflecting their location within or close to major shopping centres. The Eagle Vale Library is

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<sup>43</sup> *Libraries for Ryde* (3014) [http://www.ryde.nsw.gov.au/\\_Documents/PlansProceduresGuidelines/Libraries+for+Ryde+2014+--+2024.pdf](http://www.ryde.nsw.gov.au/_Documents/PlansProceduresGuidelines/Libraries+for+Ryde+2014+--+2024.pdf) [accessed July 2014]

located outside (but still close) to a commercial centre, in co-location with a leisure centre and surrounded by parklands and open space. All libraries are located within reasonable distance of public transport services. Although Campbelltown is 312 square kilometres in area, the current libraries are well sited, and the majority of the population lives within three to five kilometres of a branch library. The population density and location of libraries in the northern areas of the LGA mean no one is further than three kilometres from a branch library.

The HJ Daley Library functions as the central library, and is the largest facility in the network. It is located across the road from a major shopping centre, with good parking and close proximity to public transport. Although the building is over 20 years old, it is functional and has a reasonably versatile layout. There is space to extend the building (for example, the current under-used courtyard could be incorporated into the building and provide space for a café). There is only one meeting room, and the library's capacity to hold large events is limited.

The Ingleburn Library is the most modern library in the network (opened in 2009), and its design and functionality respond to a number of trends such as increased technology, flexible layout and community accessibility. The Library's capacity to hold events for large numbers of people is limited by its open plan design (with a mezzanine) and acoustic issues. There is no large contained meeting space. However, the adjacent Ingleburn Community Hall (Council owned and operated) has a 200-seat capacity, and includes a commercial kitchen.

Eagle Vale Library, built in 2003 as part of the leisure centre is a well sited, custom designed facility, although it is also lacking adequate meeting and programming space. There is an onsite café, good parking and easy access to outdoor space. The leisure centre is close to a major shopping area.

The other library branch at Glenquarie is located on the outskirts of a shopping centre. It has one small meeting room, but no other space available for programs and events. This library has been refurbished but is dated in its design and there is little or no potential for expansion in the current location. In future (particularly if moving to a tiered model) Glenquarie Library could be redeveloped as a neighbourhood library, offering a smaller, targeted collection and specific local programs. Given its proximity to the Ingleburn branch (and consequently overlapping catchment), consideration could be given to its redevelopment as an Express or self-service facility. See **Attachment 3**. Self service libraries for more detail on what such a facility might look like.

The libraries have varying degrees of integration of smart technology including RFID self-check terminals (rollout across the system is underway), quick use computers, free WiFi, TVs, and charging stations for laptops etc.

The HJ Daley Library records the highest usage and is the largest branch but also has space limitations which impact on service delivery. The branch libraries are also under space pressure with increased usage and demand. The demand for access to computers and community programming cannot adequately be accommodated within existing infrastructure and all branches record space shortages. The RFID self check technology will reduce the need for large circulation counters and the reduction in the size of reference collections has also freed up a little space.

The implementation of RFID is likely to free up staff time currently spent in routine circulation duties. A move to a 'concierge' style service, with staff providing roving assistance rather than from behind a desk, also has the potential to free up space – it may no longer be necessary to have circulation or information desks. With an increase in the number of materials being delivered to the library, shelf-ready, it is likely staff will be released from back of house tasks to direct customer

service delivery. This will have an impact on the potential number of programs and events that can be offered.

### 2.3.1 Current Branch Locations and Opening Hours

Library name	Location	Opening hours per week
HJ Daley	Campbell town, across from shopping centre	67.5 incl. Sat & Sun
Eagle Vale	Located within the leisure centre	50.5 incl. Sat
Ingleburn	Adjacent to shopping centre and community hall	50.5 incl. Sat
Glenquarie	Located in shopping centre	44.5 incl. Sat

### 2.3.2 Catchment

Public libraries generally service an identifiable catchment area. When defining a catchment area for a library, the following need to be considered:

- Library usage trends across suburb areas
- Size and services of library
- Relative location to other libraries, including those in surrounding LGAs
- Location of each library relative to community and retail centres
- Transport and access corridors and geographic, physical or natural barriers such as freeways, rivers etc

Based on the 2011 Census data, the following numbers (approximately) of residents in the Campbelltown LGA live within the specified radius from each library.

Library name	1 km radius	3 km radius	5 km radius	10 year projection*
HJ Daley	3,800	43,000	82,000	52,100
Eagle Vale	6,700	35,700	70,000	41,800
Ingleburn	6,400	30,000	54,000	36,900
Glenquarie	7,600	28,700	38,800	25,500
Campbelltown LGA total				153,092
Non-resident workforce				19,000
Residents working outside Campbelltown LGA				35,000

\* Somewhat different figures have been used in calculating library size requirements for the future. These figures are the suburb (as listed below) ten-year projections (and again there is some overlap), within a 3-kilometre radius.

- Campbelltown Library (Campbelltown, Blair Athol, Ambarvale, Glen Alpine, Bradbury, Airds, Claymore, Woodbine, Blairmount)
- Eagle Vale Library (Eagle Vale, Eschol, St Andrews, Raby, Kearns, Claymore, Woodbine, Blairmount, Leumeah)
- Ingleburn Library (Ingleburn, Bow Bowling, Minto)
- Glenquarie Library (Macquarie Fields and Glenfield but not including Ingleburn)

There is significant overlap between the branches, but it is evident that most residents live within three to five kilometres of a library. Currently, only residents in the southern part of the LGA (e.g. Gilead, Wedderburn and parts of Rosemeadow) live further than five kilometres from a library.



understanding of service delivery model floor space requirements when developing design briefs for any existing or proposed library infrastructure.

### Branch Floor Space Overview

Branch	Current Floor Space (m2)	10 Year Projection Floor Space (m2)
HJ Daley Library Campbelltown	2540	3281
Eagle Vale Branch Library	700	1966
Glenquarie Branch Library	604	1358
Greg Percival Library Ingleburn	1400	1550
<b>TOTAL</b>	<b>5244 m2</b>	<b>8155 m2</b>

## 2.4 Proposed Library Service Delivery Model

A centralised model based on the HJ Daley Library will continue to be the most sustainable in the medium-term, supported by the existing three branches, and potentially a new branch in the growth area to the south of Campbelltown. In the medium to long term (5 to 10 years) the size and location of the branches will need to change, as may the range of collections, services and programs offered at each site.

This central hub library in Campbelltown will provide a full suite of services supported by strategically located, scaleable, points of presence in local communities (i.e. library facilities of varying size offering a range of collections, services and programs to suit their customer base). The model will be supported by improved stock rotation and inter-library flexibility, and will help avoid unnecessary duplication of resources. An enhanced 24/7 online service network will complement the physical library network. This tiered approach to service delivery will provide the opportunity for increased local ownership of outcomes at the scaleable points of presence. The points of presence will vary in size according to need and partnership opportunities and provide a tailored range of library services to local community catchments. They could range from a vending machine at a train station or shopping centre, to a kiosk/bookshop, a shop front library lounge, or a traditional branch.

The changing service delivery format will represent a more cost-effective model, improving accessibility to an expanding population within a technologically dynamic environment. This approach will also identify partnership opportunities to improve maximum utilisation of other community facilities, services and Council assets. The service points could, where feasible, be undertaken as partnerships with private providers such as a café, bookshop or other willing partners.

A new branch in the southern part of the City is likely to attract a reasonable percentage of the current users of the HJ Daley Library, at least in the short term. This is likely to result in some reduction in collection space and study areas, which could be reallocated to meeting room / venue hire space, at HJ Daley. Alternatively, the new facility could be developed as the central hub library, leaving HJ Daley to be redeveloped as a town centre library.



## 2.4.1 Proposed Campbelltown City Library Service Delivery Model Component Overview

Components	Central Hub	Town Centre Library	Express / Pop-Up Library
Size	2,500 – 3,000 sqm	1,000 – 1,500 sqm	50 – 150 sqm
Opening Hours	Up to 70 hours per week (including evening opening) and weekend hours	Up to 50 hours per week (including Saturday, and one evening opening)	As appropriate
Co-location	Commercial services e.g. café Residential component	Commercial services e.g. café	Co-located with café / bookshop Council Services Kiosk
Staffing	Technical and administrative service staff who will also provide staffing support to Town Centre and Express Libraries, and Outreach Services	Customer service staff with support from the Central Library	Rostered staff Volunteers
Collections	Comprehensive, including local studies	Tailored to community, with a focus on recreational, popular material (including eCopy), children's and youth materials	Popular materials (including eCopy access)
Specialised Areas	Makerspace Meeting Rooms Quiet and group study areas Display and exhibition space Program / performance space	Meeting Room Quiet study area Display and exhibit space Program / activity space	N/A
Technology	A full suite of core public technology including computers, self-checkout, WiFi, high speed internet; and access to specialised technology and software, online services, kiosk based services and Council services	A suite of core public technology including computers, self-checkout, WiFi, high speed Internet, online library; and IT kiosk access to Council Services	WiFi Smart devices e.g. tablets Kiosk access to eMaterials and Council Services
Programs	Comprehensive, outcomes-based range of targeted learning and recreational programs	Focused range of targeted programs e.g. storytime, Book clubs etc.	Outreach activity venue e.g. children's activities (in partnership with other providers e.g. Let's Read)
Specialty Skill Areas	Technology Programs and Events Collection Management Community Engagement Youth and Children's Local Studies	Technology Programs Children's Display	Access to staff at Central
Configuration	Open, spacious and flexible layout, seating and mobile shelving dispersed throughout the library	Open and flexible layout, seating and shelving	Flexible, adaptable and (potentially) moveable (e.g. a pop-up library)
Location Factors	High visibility and high traffic area close to or within retail / shopping precinct; close to public transport and parking	High visibility and high traffic area close to or within retail / shopping precinct; close to public transport and parking	High visibility and high traffic area close to or within retail / shopping precinct; close to public transport and parking
Design Factors	Attractive, contemporary, flexible interior design, that includes relevant security infrastructure, and acoustic design to control noise levels associated with multi-use	Attractive, contemporary, flexible interior design, that includes relevant security infrastructure, and acoustic design to control noise levels associated with multi-use	Self contained service point that may be easily relocated Flexible and stackable furniture Highly visible

Outreach Service	Services	Description
Home Library	Collections Information services	Delivery of books and other materials to the house bound Reference /information requests fulfilled
Programs / Activities	Learning Recreational	A range of learning and recreational programs and activities delivered outside the physical branches. This service would complement the library's in-house range of programs.
Kiosks	Library and Council services	Access to eMaterial, library information services and selected Council Customer Services
Virtual Services	Online resources	Remote access to the library's eCollections and subscribed services e.g. databases; booking services (for programs etc.); Ask a Librarian; reservations etc.

## 2.5 Concept Plan for a New Facility in Gilead / South Campbelltown

By 2031 it is predicted that the population of Campbelltown will have increased by more than 35,000 people, with most of the growth in Campbelltown and what are currently rural residential areas to the south and east of the CBD.

When considering the conceptual development of a library facility for this area it is important to take into account emerging trends in contemporary public library service delivery. It is assumed that the function of this development will be maximised by technology, but will remain welcoming and accessible to all, and environmentally responsible and sustainable. It is also assumed that such a space would provide a platform from which a number of diverse, but complementary services could be offered, including the development of a smart hub / makerspace.

The library will become *the* community venue for shared learning and creativity, offering the products, services, programs and activities that facilitate collaboration and creative development. The public library already has a recognised and established social wellbeing role. In the community library, the prominent social needs are for a sense of community connection and lifelong learning, and the public library fulfills these needs via its position as the people's place.

In the creative, collaborative and community library service model, the library facilitates:  
Shared learning and creativity, and offers products, services, programs and activities that facilitate collaboration and creative development, and  
Community connection and learning as a meeting place for people to gather share and learn.

Creative library spaces<sup>45</sup> emphasise hands-on play and experimentation, reflect their community's interests and needs, are flexible and responsive, encourage staff innovation and work with their community to shape their space.

Key features of this model include:

- an active learning centre e.g. a place to access formal and informal training / learning
- an exploration space e.g. a place to access and explore new technology and software
- a collaborative work space e.g. a makerspace
- a performance and exhibition space e.g. a venue to showcase local culture, including music, writing etc. (an exhibitor of local creativity)
- spaces for local teleworkers e.g. a local business/smart hub
- physical book and audiovisual collections
- eResources
- a place that facilitates literacy support (digital and functional)
- a gathering / meeting place
- a local studies centre e.g. a repository, documenter / publisher and disseminator of local and family history, culture and knowledge
- quiet spaces
- information services
- outreach services

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<sup>45</sup> Creative Library Space Resource Material:

[http://www.libraries.vic.gov.au/downloads/2014\\_Shared\\_Leadership\\_Program\\_Presentation\\_Day/creative\\_spaces.pdf](http://www.libraries.vic.gov.au/downloads/2014_Shared_Leadership_Program_Presentation_Day/creative_spaces.pdf) [accessed July 2014]





Figure 3 - Service Model Concepts Overview

### 2.5.1 Technology Exploration Centre (TEC)

Public libraries have, to a greater or lesser degree, been offering access to technology for decades e.g. photocopying, computers, basic office software, the Internet, databases, scanners, microform readers etc. In more recent years however, the complexity and range of devices, software etc. that have become available has added a much higher level of demand and expectation of support from libraries than ever before. This in turn has put pressure on resources (especially staff resources), and has highlighted the need for a higher level of technology training and skills development for staff, and those who seek to access technology at the library. Provision of a TEC will help ensure everyone in the community has the opportunity to access and participate in the electronic world.

Key concepts of a TEC include:

- The development of digital / technology literacy (in staff, community, students etc.)
- A collaborative space – to work with and learn from others
- A networking space – to share insights, ideas, and best practices and to connect on a local level with others
- A play and awareness space – to see and experience new technologies (hardware and software)
- A development space – to provide a platform and space for individuals and groups to develop and test new ideas

An example of a multi-functional digital hub can be found at Toronto Public Library in Canada<sup>46</sup>. The hub provides spaces, equipment, skilled staff and training. Equipment includes 3D printers, a book publishing machine, scanner, video converters, music and film editing equipment, driveless PCs for coding and programming, and for in-branch loan, Smart pens, tablets, laptops, Raspberry Pis (for electronics projects), digital cameras, lighting equipment, green screens and more.

### 2.5.2 Telework Centre / Smart Work Hub

A 'Smart Work Hub' is a facility or space that offers local workers an alternative to either working in their normal place of work or working from home. It aims to offer workers an alternative office space (as distinct from a normal serviced office space) that is close to their residence. They also offer an opportunity for different businesses and organisations to interact and connect with one another<sup>47</sup>.

Public libraries have long been unofficially used as smart work hubs, particularly by small home based businesses and those who travel for business who are looking for a quieter, wired space away from the distractions of home. The development of a library based smart work hub provides Council with an opportunity to practically and formally assist local small and sole operated businesses and to create a value-added fee structure for additional services, for example teleconferencing, printing etc. The public library is also well placed to provide accredited access to a suite of eResources and information databases that are of value to business.

As an example, Skokie Public Library in Chicago has recently installed serviced office space where their reference section used to be (reference information is mainly sourced online now, and the library decided to dispense with printed reference materials). The library constructed a three-room, Wi-Fi equipped office suite, capable of accommodating more than 50 people. Users who cannot afford or do not permanently need their own office space reserve it by the hour.

### 2.5.3 eServices

Any new library facility should predominantly offer access to e-based materials, including eBooks, eAudio and eVideo for loan or use within the library; and access to the devices. Library staff trained in technology support, online technology training and awareness, and access to face-to-face learning opportunities would support these eServices.

The library could also offer kiosk-based Council Services for community self-service, with concierge type support from staff as required. The space should also offer 'smart access' to Council's main office and professional staff e.g. planners via video / teleconferencing links. Access to an eReference / Ask a Librarian Service should also be included.

### 2.5.4 Popular Collection Materials

It is clear that hardcopy will be with us for sometime, and most library users are still placing a much higher demand on hardcopy than eCopy resources. Most popular materials are being published in many formats e.g. hardcopy, electronic, audio, graphic, paperback, large print, newspapers and

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<sup>46</sup> Toronto Public Library Digital Hub

<http://www.torontopubliclibrary.ca/using-the-library/computer-services/innovation-spaces/> [accessed June 2014]

<sup>47</sup> <http://www.business.nsw.gov.au/assistance-and-support/grants/smart-work-hubs> [accessed July 2014]

Braille. The Library should also provide access to a popular collection of hardcopy materials e.g. fiction, non-fiction, audio, DVD and magazines. This collection would be provided in a relaxing space conducive to both browsing and reading, and should be refreshed as often as possible. The placement of self-checkout technology (RFID) would minimise the need for staff support for lending, and would maximise the delivery of readers' advisory and assistance with selection etc.

### 2.5.5 Public Technology and Wi-Fi

Demand for hardwired computers is still present despite the growth in Wi-Fi access by library patrons. Hardwired computers are receiving a higher level of use for accessing certain software e.g. Microsoft Office, as opposed to browsing the Internet. It is becoming more common for individuals to use the library's Wi-Fi connection on their own devices, and as such the demand for device charging outlets or stations has grown, and is still growing. The most common approach to public technology has been to try and place all devices in one place, however, space allowing, the newer approach is to place pockets of technology throughout a library.

Internet security considerations, and hardware / software standards applied by Council have in many cases severely restricted the level of access to Internet based services, technology type (e.g. Microsoft versus Apple), and the range of software that can be made available to patrons. To deliver state-of-the-art technology, software and eService access the Library may need to operate a separate connection to Council, and look at outsourcing higher levels of IT maintenance either to external providers, or to more highly trained and accredited library staff. Consideration will also need to be given to purchasing software as a service (SAAS) to allow access to more up to date software / applications and the browsers needed to access them. This will be even more important to the operation of a TEC, and Smart Work Hub. Centrally managed virtual desktop public computing systems also offer promise to reduce public PC costs and provide more secure, and easier to manage access to software, Internet and other online services<sup>48</sup>.

### 2.5.6 Relaxation / Community Lounge Spaces

The Library would include spaces for patrons to relax and read (eMaterial or hardcopy), a sound lounge for listening to music, audio books, podcasts, and viewing video casts and TV, and comfortable furniture suitable for all target groups. These spaces could be located throughout the Library, and be custom designed to appeal to target groups such as young people, children and older people.

### 2.5.7 Commercial Space

#### *Café*

It is becoming more common for libraries to provide access to cafés, either in a permanent space or by coffee cart. This offers Council and the library a way of generating regular leasing income to offset either the bottom line, or technology and programming services.

#### *Residential*

The development of a new Library could include a residential component, for example affordable accommodation for students, the sale or leasing of which would offset the capital cost of the infrastructure and / or contribute to the running costs of the space. Examples of this approach can

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<sup>48</sup> Virtual Public Computing Solution Example: [http://www.userful.com/public-computing#goto\\_view1](http://www.userful.com/public-computing#goto_view1) [accessed July 2014]

be seen at the Castle Hill Library and Kogarah Library, both of which were included in the original concept plans for the apartment building development on upper floors.

### **Hire Spaces**

Meeting room and training spaces for commercial and community hire would also offer the Library another income stream. There is also an opportunity to create 'campus / learning' space within the Library that could be used in a commercial or in-kind arrangement by for example, with local educational facilities or training businesses.

### **Other Commercial**

Other commercial considerations would be to co-locate the Library with services such as a leisure centre, a book shop, or a commercial arrangement with an office supply/ printing business i.e. part of the leasing arrangement could be the provision of all the Library's printing, copying and scanning services, thus further reducing costs to Council, and staff time.

## **2.5.8 Meeting, Activity and Theatre Spaces**

The Library should include large, flexible and adaptable activity spaces. These spaces could be used for meetings, quiet / group study, training, educational and recreational programming, and performance / theatre space<sup>49</sup>. They could also be used for 'community conversation' places i.e. a place available for community meetings. An opportunity exists for Council to hold its meetings, community engagement initiatives etc. within this space. This is especially important as communities generally view library spaces as being non-threatening, accessible and equitable.

## **2.5.9 Research and Study Spaces**

The Library should provide group and individual spaces for open or quiet study – as an alternative and complementary service to those available at schools, TAFE, University, home or work. This space should be flexible and adaptable for other uses as needed, and wired for technology and power access.

## **2.6 Other Planning Considerations**

When planning the development of any new or relocated library space, consideration should be given to joint service options with other libraries. For example, when considering the development of a library space in the south of the LGA the library should look at joint service options with Camden or Wollondilly.

### **2.6.1 Shared or Co-located Services**

Public libraries are well suited to co-location with other council or community functions such as galleries, (Albury City or Dogwood Crossing, Queensland), local museums, rural transaction centres, tourist information centres, and even post offices or government agencies such as Service NSW offices. Co-location usually results in overall cost savings in planning and construction, but can also facilitate extended opening hours and savings in maintenance, security and so on. Provided the facilities are well planned and respective responsibilities are clearly articulated, this model can prove to be very cost effective and can deliver excellent service.

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<sup>49</sup> For example the DOK Library Concept Centre – see: <http://www.infotoday.com/searcher/mar10/Birdsong.shtml> [accessed July 2014]

Public libraries in mixed use or residential developments contribute to quality of life and safety. They help build a community's capacity for economic activity and resilience. Long-term tenancy of public libraries reduces some of the financial risk associated with building mixed-used developments. Public libraries attract foot traffic and can serve the 'anchor tenant' function in commercial areas without directly competing with local businesses.

### **2.6.2 Council / Government Service Centre**

The Library could include a full Council Service Centre, with more eOptions for the community. There is also an opportunity to roster Council Officers on an appointment or scheduled basis for face-to-face consultations to assist with DA lodgment and planning advice and / or via booked video conferencing with the main Council office.

Other shared or co-located agencies that could be considered include:

- Government agencies / kiosks e.g. Medicare and CentreLink
- Visitor Information Centre (i.e. in line with the airport proposal)
- Childcare and crèche services
- Medical Centre

### **2.6.3 Library Administration**

There is an opportunity to relocate the current library administrative and technical support staff from HJ Daley to the new facility. This would free up some space at HJ Daley for other purposes.

### **2.6.4 Community Engagement**

Libraries have long been recognised by their councils as key enablers for community cohesion. The library is a place with no agenda, no stigma and where everyone is welcome. Libraries also have a much stronger profile than any other Council community space.

Current library models being developed point to the need for the public library to become more flexible as a centre for community engagement and development, such as the development of citizenship, strategies to break down isolation, engaging youth, and bringing people together to celebrate and foster social cohesion. Libraries are increasingly focused on connecting with community needs across the spectrum of information, education, leisure and social interaction; and services are 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.

Research internationally has shown that libraries that are providing a wide range of learning and community engagement programs are attracting high levels of usage. Solutions to social and other problems must involve a range of partners - public, private, NGO, community, at all levels: local, regional, metropolitan, state and federal. Campbelltown City Council is well positioned to take a lead role in the future in pulling these different levels together to provide joint programs that work towards identified solutions. Libraries will be the key community anchors in future community planning.

### 2.6.5 Lifelong Learning

A learning community is a group of people who share common emotions, values or beliefs, and are actively engaged in learning together from each other. 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. Early exposure to storytelling and programs for the very young is an investment that can reduce other social costs throughout the human life cycle.

The public library plays a key role in developing literacy for persons from culturally and linguistically diverse backgrounds. The neutrality of the public library space and the opportunity to access English as a Second Language material and materials in community languages are invaluable community assets. These opportunities can be life changing for many people.

### 2.6.6 Community Building

Public libraries help build communities, provide connections and break down barriers for disenfranchised or marginalised groups. They are safe, neutral and non-judgmental; and remain free and democratic spaces welcoming all, the Third Place.

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)<sup>50</sup> 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. The research is underpinned by an understanding that social capital is the glue that holds the community together.

## 2.7 Library Facilities Planning

As a minimum the following should be considered when developing a Library Facilities Plan for southern Campbelltown.

### 2.7.1 Access and Address

- High visibility from the street
- Unencumbered access for pedestrians from car parking or public transport
- One main entrance and exit i.e. located to ensure safe and convenient access for pedestrians to the facility and around the site; and to avoid pedestrian/vehicle conflict
- A safe and secure staff entrance/exit within easy reach of car parking
- A goods entrance/delivery bay

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<sup>50</sup> *Libraries Building Communities* (2005) [http://www2.slv.vic.gov.au/about/information/publications/policies\\_reports/plu\\_lbc.html](http://www2.slv.vic.gov.au/about/information/publications/policies_reports/plu_lbc.html) [accessed July 2014]

### **2.7.2 Accessibility**

All areas of the Library must be safe and accessible to all potential customers, regardless of any physical or sensory disability. This is a requirement which will influence the design of every part of the building, from the provision of convenient parking spaces for people with disabilities, level access to the entrance, right down to the appropriate height and stability of shelving, furniture and equipment.

### **2.7.3 Community Consultation**

During any planning and design process there will need to be a program of consultation with the community, coordinated by Library/Council staff. As well as more general presentations at strategic times to the community as a whole, the consultation process will include key stakeholders, including major client groups of the Library.

### **2.7.4 Ecological Sustainability**

The Local Government Act 1993, Section 7, requires council, councillors and council employees to have regard to the principles of ecologically sustainable development (ESD) in carrying out their responsibilities. ESD is a pattern of development, which improves the quality of life, both now and in the future, by maintaining the ecological processes upon which life depends. The principles underlying ESD include:

- Integrating economic, social and environmental goals in policies and activities
- Ensuring that environmental assets are appropriately valued
- Providing for equity within and between generations
- Dealing cautiously with risk and irreversibility; and
- Recognising the global dimension

ESD issues and proposed initiatives relating to the library and any associated spaces are to be thoroughly canvassed and discussed with the appropriate Council officers during the early stages of any planning and costing of new, extended or refurbished library premises. Initiatives that might be considered include but are not limited to storage and use of rainwater, solar water heating, photovoltaic cells, and appropriate landscaping materials.

### **2.7.5 Flexibility and Adaptability**

The interior of the Library must be able to adapt easily to suit future changes in service provision. There should be a minimum of built-in items. Modular loose furniture should be used extensively. Permanent partitions should be minimised. Lighting, power and air conditioning should be able to cope with changes in layout without major service reconfiguration. Inflexible elements, such as services ducts and toilet blocks must not be located where they will have a major impact on future adaptability or flexibility of layouts.

### **2.7.6 Floor Space Allocation**

Using People Places guidelines and standards, the size of the Library floor space will be dependent on a number of issues:

- Population (actual at time of construction, the ten-year population forecast for the local catchment and the non-resident workforce in that catchment in ten years time)
- Range of services to be delivered
- Number of physical library items
- Commercial opportunities e.g. meeting rooms or other venue hire; café; retail space etc.
- Co-location with Council services e.g. a customer service centre
- Co-location with other cultural or recreational facilities e.g. Aquatic and Leisure Centre, gallery or community centre

When calculating the size of a new public library building in NSW, it is recommended that Councils use the spreadsheets and calculators available in *People Places*, 3rd edition. These guidelines have been endorsed by the Library Council of NSW and must be adhered to, to ensure eligibility for state government funding. *People Places* provides two methodologies that should be used to determine the size of a new or expanded building (the parameters). They are the service-based benchmark and the population-based benchmark that are fully described in *People Places*, with templates and spread sheets (to assist with design briefs and space calculations).

Based on a 2024-projected population of 173,350 residents in Campbelltown (plus non-resident workforce of 20,000), a total approximate floor space of 8,000 square metres would be required across the library network. However, it is recommended that a service-based population assessment be completed as part of the design brief prior to building.

### 2.7.7 Location and Design Criteria

The following criteria have been adapted from *People Places*<sup>51</sup>:

- Facilities should be planned for a 20-40 year life span (reviewed every 5 years) to ensure sustainability and continuous development for the Library Service.
- Facilities should meet community needs and expectations for comprehensive modern public library facilities.
- Facilities should have a flexible layout within the space to enable change and growth into the future.
- Delivery of a comprehensive range of services and programs through a mix of physical and online facilities.
- Fewer but larger physical facilities, rather than many smaller facilities.
- Strong working links with other service providers / organisations should be developed and maintained through co-location and partnerships wherever possible.
- Locations that generate commercial partnerships and have the potential to produce an income should be explored.
- Multi-purpose visits should be encouraged through location at key retail and/or transport hubs (shopping centres, train stations, etc.)
- A facility should be located within a maximum 15 minute drive from anywhere in the LGA
- In a high traffic location (main street, shopping centre, transportation hub)
- Highly visible, easily found location with good exposure and clear branding and signage
- Street frontage, with ground floor access
- High levels of personal and property safety
- Fully accessible for people with disabilities
- Accessible from local schools

<sup>51</sup> *People Places*, [http://www.sl.nsw.gov.au/services/public\\_libraries/our\\_services/publiclibrarybuildings.html](http://www.sl.nsw.gov.au/services/public_libraries/our_services/publiclibrarybuildings.html) [accessed July 2014]



- Potential for outdoor space
- Priority pedestrian access
- Walk to public transport
- Convenient and safe parking
- Accessible for all vehicles
- Future expansion
- Opportunity for co-habitation
- Consistent with council strategic direction
- Attractive and contemporary interior design, furnishings, fittings and colour scheme, meeting shelving height and spacing standards
- Well-located main desk / service area, with clear sightlines. In future this may simply be a small service point for customers to meet roving staff
- Ecologically sustainable – energy efficient, use of natural light etc.
- Good internal accessibility for people with disabilities, the elderly, people with prams, etc.
- Flexible spaces throughout – adjustable layout; movable shelving, fittings and walls; appropriate for a range of different uses
- Internal acoustic design to minimise spread of sound throughout the space
- Flexible IT infrastructure – multiple power points and data outlets, wireless capability
- Security infrastructure – CCTV, duress buttons, etc.
- Goods delivery /loading dock
- A means of closing off the library but allowing after hours access to meeting rooms, toilets and kitchen area, to maximise use of facilities

## 2.8 Marketing

There are a number of common misperceptions about public libraries and information generally amongst community members such as libraries just have books, and I can find everything I want on Google. An effective marketing strategy is critical to ensure that all members of the community are made aware of the full range of library services and programs. All library staff need to be proactive in promoting the Library's services and resources within the community, and to participate in marketing and promotional events and activities.

There is always a need to better communicate the breadth and depth of a library's services, collections and programming to its customers and the community. To do so effectively, the library needs to develop and implement a comprehensive marketing plan. Marketing plans give libraries the opportunity to analyse their current situation and to identify any service and programing gaps. Marketing plans also drive a higher level of resourcing analysis i.e. financial and human resources needs / costs, and the development of communication and promotional tactics (engagement strategies).

The community tends to view libraries as just being about books and borrowing (an important role but one seen as being under threat from eBooks) or as just a place to find reference information (seen as redundant now due to the growth in use of Internet search engines). The contemporary reality however, is that public libraries provide a plethora of services, programs and activities aimed at meeting the diverse needs of their communities.

Campbelltown City Library needs to develop targeted marketing strategies to better understand the diverse needs and demands of its community, and promotional and communication strategies to inform and attract users. This is especially important when one considers the global (commercial and

government) push to put everything online. People who do not have access to the Internet and without the necessary skills and knowledge will increasingly become disengaged and disconnected.<sup>52</sup>

There are a number of issues to be considered as part of the Library's marketing strategy. The following need to be incorporated into the Library's marketing planning:

- A proportion of the library budget should be allocated to marketing and promotion
- Use of local print and electronic media to promote library services
- Specific strategies must be developed regarding targeted library services and programs, for instance children's and young adults programs, lifelong learning etc.
- Good quality informational, directional and promotional material must be used, in line with Council's promotional material;
- Library procedures need to be reviewed and revised with consideration given to their effect on the library's public relations profile (such things as fines, opening hours, etc.)
- Partnerships with local community organisations, local businesses and media need to be regularly monitored to ensure ongoing relevance
- Library surveys conducted with both library customers and non-users, on a regular basis, such as every two years
- The success and popularity of library programs and events is continuously evaluated using surveys, exit interviews, attendance figures etc. and by assessing the impact on such things as visits, loans and membership
- Media coverage is monitored for frequency of mention of library service and usefulness for library events and programs, including specific media coverage for specific events and programs
- Opportunities for cross-promotion e.g. with other Council services (information about Home Library Service sent to Meals on Wheels clients) or commercial (Glenquarie Library's activities and events could be listed on the shopping centre's website)
- Development of a membership benefits scheme e.g. additional benefits tied to library membership such as discounted entry to other Council facilities (leisure centres and gallery etc.), commercial and cultural services and facilities (cinema, cafes, retail outlets etc.)

## 2.9 Recommendations

These recommendations are based on the current review of the Campbelltown City Library Service and its future needs.

### Library Service Delivery Model

1. One central library and two to three smaller town centre libraries offering varied services and collections. Following the development of a Library in the southern part of the LGA, this model may be adjusted.
2. Kiosks (sometimes referred to as Express libraries) to be provided in key locations
3. Semi-permanent facility to deliver outreach services and promote the library's services and programs (similar to City of Sydney's Library Link or Greater Taree's pop-up library)
4. Develop a Campbelltown City Library Facilities Plan that includes:
  - a. A review of existing library infrastructure

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<sup>52</sup> Phil Bradley, CILIP President [The Chartered Institute of Library and Information Professionals], from CLIP News 18 June 2013: *Limiting access to online information is "dangerous and damaging"*. <http://www.cilip.org.uk/cilip/news/limiting-access-online-information-dangerous-and-damaging> [accessed July 2014]

- b. A visioning brief for future library facilities
- c. Identification of possible sites, which may need to be acquired
- d. A design brief for each proposed site based on contemporary and local needs
- e. Draft plans for costing and resourcing purposes e.g. applications for funding including grants, Council capital investment, partnerships (including commercial), and regional / Western Sydney infrastructure funding

## Service Design and Delivery

- 5. Develop outcomes-based project briefs for library programs and key services<sup>53</sup>
- 6. Evaluate all programs on an ongoing basis to ensure they meet strategic outcomes
- 7. Review spread of library opening hours
- 8. Implement an online events booking system, with capacity for electronic payments
- 9. Purchase eReaders, iPads, tablets etc. for loan, and for staff / customer familiarisation tablets (25% of Campbelltown's households do not have home access to technology)
- 10. Develop eServices for the house bound
- 11. Create an eBrowsing area e.g. touch screen kiosks and tables
- 12. Develop an online Readers' Advisory service (opportunity for collaborative project with other libraries)
- 13. Explore the concierge model of user assistance. This may require staff training, and the increased use of technology e.g. mobile phone and tablet for concierge staff
- 14. Consider removing / downsizing circulation and reference desks as more customers use self checkout, and the concierge model is implemented
- 15. Continue to provide technology based programming and services, e.g. Internet tutorials, how-to workshops, information resources for technology development, opportunities to view, touch and learn about new technologies
- 16. Provide and target technology services to older persons and youth (a digital literacy strategy)

## Community Engagement

- 17. Further develop library web presence and social media to engage, inform, invite and celebrate
- 18. Encourage and support a culture of reading within the community (e.g. Paint the Town Read, One Book One City)
- 19. Provide training and resources which support and encourage the development of literacy skills in the community (including digital literacy)
- 20. Work collaboratively with other agencies in the LGA to provide resources and services aimed at improving literacy levels in the community (Let's Read)
- 21. Assess the creation of a Friends of the Library group for library programs and fundraising support for key library projects / programs
- 22. Assess the targeted use of volunteers (skill based) for assistance in the delivery and support of library programs and events

## Partnerships and Income Options

- 23. Draw up partnership and sponsorship guidelines
- 24. Develop a partnership prospectus

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<sup>53</sup> Outcomes-based project template available from RHCS

25. Investigate supplier partnerships (entrepreneurial activity) e.g. the lending or sale of eMaterials via the library website (to offset collection costs)
26. Charge for value-added programs e.g. the library as a venue for meetings or training, although this is limited by size constraints of existing branches
27. Design a program of library income and expenditure i.e. generating income from specific activities and using the income to directly support nominated activities (for example, generating income from higher level facilitated technology training (library as a venue), and utilising income to offset the library's technology costs / equipment replacement costs
28. Develop a project-based grants strategy
29. Investigate commercial partnerships e.g. the leasing of café space, merchandising etc
30. Evaluate co-location partnership opportunities (commercial, non-commercial or community)

## Collections

31. Consider joint purchasing agreements with other Councils, with the Library seeking formal expressions of interest from geographically close library services (e.g. Camden, Wollondilly and Wollongong) to make tender development, assessment, implementation and ongoing performance monitoring easier and more immediate
32. Move to increased levels of shelf ready materials
33. Investigate eKiosk technology and service options e.g. lending eMaterials
34. Focus on (lifelong) learning support resources, eResources and physical resources

## Staffing / Organisational Structure

35. Move to self-checkout with concierge type support as required (at city and town centre libraries)
36. Plan for staff relocations, as operations and branches change to meet new service delivery model
37. Develop and implement a professional development and continuing education plan
38. Develop a succession plan for key positions
39. Develop and implement an orientation / induction program for all new staff
40. Conduct a skills audit and training needs assessment
41. Change staffing organisational structure to reflect new roles and responsibilities
42. Create and manage an 'emerging trends' research and evaluation group

## Marketing

43. Develop and adopt targeted marketing strategies and tactics (the marketing plan)
44. Prepare a calendar of events
45. Develop resource kits / fact sheets for all events and programs for use by media
46. Investigate automated emails and SMS to alert users about events etc
47. Develop a more interactive web presence for the library service e.g. online bookings, feedback mechanisms (including suggestions, comments, book reviews etc.)
48. Library staff to subscribe to The NSW Public Libraries Marketing Working Group eList
49. Develop a membership benefits scheme

# Attachment 1. Comparative Review Against NSW Public Library Standards

## Library Management Standards

### Objective

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

#### S1. Library expenditure per capita

<b>Campbelltown</b>	<b>\$38.40</b>
	<i>Library expenditure/LGA population</i>
Baseline	<b>\$47.98</b>
Enhanced	<b>\$52.38</b>
Exemplary	<b>\$77.30</b>

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

<b>Campbelltown</b>	<b>45%</b>
Baseline	<b>44</b>
Enhanced	<b>50</b>
Exemplary	<b>57</b>

### Measurement parameters:

*Borrowers* are those members of the community who have joined their local public library and hold a membership card. Active borrowers are defined as library members who have used their library card in the last 3 years.

### Variables to consider

Libraries may have 'hidden membership', that is, customers who, without registering as members, visit the library to use materials, computers or library spaces, or attend events. These customers will be counted in the 'visits' statistics, but not in the membership tally.

In general, all customers who visit the library or use its resources should be encouraged to register as members.

#### S3. Central Library opening hours

Population	Central Library Hours per week
<b>Campbelltown</b>	<b>67.5 hours</b>
<10,000	30
10,000 – 20,000	42

20,000 – 50,000	48
50,000 – 100,000	53
100,000+	62

#### S4. Total opening hours

Campbelltown *Eligible Population = 154,551*

	>100,000=62hrs+ (no. branches x 40hrs)	182
<b>Current total opening hours = 213</b>		

Variables which may influence opening hours include:

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

#### S5. Visits to library per capita

<b>Campbelltown</b>	<b>4.1</b>
Baseline	4.4
Enhanced	5.0
Exemplary	5.5

#### Measurement parameters:

‘Visits’ is visits in person, and includes all visits to Central and Branch libraries.

#### Variables to consider

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

**Note:** Virtual visits or visits to a library website are a significant measure of library usage. However, no separate targets are given for virtual visits, as there is at present no agreed methodology for counting them and no evidence-base of data from which to derive targets. A preliminary standard for measuring use of electronic services is presented as S16.

## STAFFING STANDARDS

### Objective

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

Each public library has paid qualified staff of one or more persons including a fully qualified library manager. Please refer to the Australian Library and Information Association recognised library and information qualifications at <http://www.alia.org.au/employment-and-careers/courses-eligible-alia-membership>

S6. Staff members

Calculated using the following population data      Eligible Population = 154,551

Minimum no. of staff members per 3,000 eligible population			
	Baseline	Enhanced	Exemplary
Minimum targets for <i>Campbelltown</i>	51.5	56.6	67
Current no. of staff members	50.50		

### Measurement parameters:

*Staff members* means paid staff. Ancillary staff (e.g. attendants and cleaners), casuals and volunteers are not included. Population data is sourced from the Australian Bureau of Statistics. Include established positions regardless of whether or not they are currently occupied.

### Points to consider:

Libraries which use self check/RFID and/or outsource collection management functions may find their staff requirements can be rationalised, freeing-up staff for additional professional services and programs, and/or reducing the staff requirement for routine materials handling.

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

Population	Qualified staff staffing level:		
	Minimum qualified staffing level:	Enhanced qualified staffing level:	Exemplary qualified staffing level:
>50,000	For every 10,000 people or part thereof, one of the full-time equivalent staff should be a qualified staff member.	For every 7,500 people or part thereof, one of the full-time equivalent staff should be a qualified staff member.	For every 5,000 people or part thereof, one of the full-time equivalent staff should be a qualified staff member.
<b>Campbelltown 154,551</b>	<b>Minimum target</b>	<b>Enhanced target</b>	<b>Exemplary target</b>
	15.45	20.6	30.9
<b>Current No. of qualified staff</b>	17		

#### S7. Qualified staff members – minimum level

##### Measurement parameters:

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

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

The distribution of qualified staff across a regional library should be consistent with the distribution of responsibilities as outlined in the regional library agreement.

**Note: These are minimum standards.**

##### Points to consider

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

#### S8. Staff members – special responsibilities for targeted services

Population	Assign responsibility to a suitably qualified staff member for:
35,000 or more	Young people’s services (children and young adults)
	Older people’s services



	Home library services (major duty)
Up to 50,000	Information technology/library systems (major duty)
50,000 or more	Information technology/library systems (full-time equivalent)
	Home library services (1 full time equivalent )
110,000 or more	Young adult services specialist (1 full time equivalent)
20–40% speaking language other than English at home	Multicultural services specialist (1 full time equivalent)
>40% speaking language other than English at home	Multicultural services specialists (2 full time equivalent)

### Measurement parameters

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

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

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

## COLLECTION STANDARDS

### Objective

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

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

### S9. Expenditure on library materials per capita

<b>Campbelltown</b>	<b>\$3.21</b>
Baseline	<b>\$4.46</b>
Enhanced	<b>\$4.77</b>
Exemplary	<b>\$5.59</b>

### How to calculate

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

#### Measurement parameters:

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

### S10. Items per capita

	Populations up to 100,000	Populations 100,000 and over
<b>Campbelltown</b>	n/a	<b>1.4</b>
Baseline	2.2	1.4
Enhanced	2.5	1.6
Exemplary	3.2	1.8

### How to calculate *items per capita*

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

#### Measurement parameters:

‘Items in collection’ is ‘library material’ (stock). ‘Library materials’ is defined as ‘any book and non book material, including but not limited to videos, talking books, E-books, E-audio books, DVDs, computer games, toys, magazines, CDs, newspapers, CD-ROMs, maps, plans, manuscripts’. Note that licensed access to electronic resources (databases) is not included.

### S11. Acquisitions per capita

	Populations up to 100,000	Populations 100,000 and over
<b>Campbelltown</b>	n/a	<b>0.11</b>
Baseline	0.24	0.18
Enhanced	0.27	0.20
Exemplary	0.30	0.21

### How to calculate *acquisitions per capita per annum*

Divide the *no. of acquisitions purchased* by the *eligible population*

### S12. Age of collection

% of library collection purchased in last 5 years

<b>Campbelltown</b>	<b>32.8%</b>
Baseline	48%
Enhanced	51%
Exemplary	56%

% of library collection purchased in last 10 years

<b>Campbelltown</b>	<b>65.9%</b>
Baseline	78%
Enhanced	80%
Exemplary	84%

### Measurement Parameters

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

### Variables to consider

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

### S13. Turnover of stock

	<b>All libraries</b>	<b>Population &gt;100,000</b>
<b>Campbelltown</b>		<b>3.84</b>
Baseline	3.46	4.76
Enhanced	3.84	5.04
Exemplary	4.62	5.55

### How to calculate the turnover of stock

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

If there is a large non-lending stack or reference collection this will reduce performance against Standards S12 to S14.

### Measurement parameters:

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

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

### S14. Circulation per capita

<b>Campbelltown</b>	<b>4.75</b>
Baseline	5.94
Enhanced	6.91
Exemplary	8.12

### Measurement parameters:

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

Include ebook and eaudio book loans

Exclude electronic serials issues from issues lending figures.

If there is a large non-lending stack collection and/or significant family history and genealogy reference collections this will reduce performance against Standards S12 to S14.

Collection age directly influences loans and stock turnover. If the age of the collection is improved (that is, a higher percentage of the collection is new), then loans and collection turnover will increase.

#### Variables to consider

- Length of circulation period
- Number of items allowed to be borrowed at one time
- Renewal policy

### INFORMATION TECHNOLOGY STANDARDS

#### Objective

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

#### S15 Provision of multiple use public Internet workstations

	<b>Campbelltown 52</b>
Minimum standards: General: 1 PC for public access to the Internet per 3,000 residents or part thereof.	51.5
Additional public access PCs provided with current software, printing facilities, scanners and associated equipment.	Y
Public and staff PCs less than 3 years old	Y
Application software less than 3 years old	Y
At least one printer accessible from each public workstation	Y
Wireless Internet provision and power outlets so that patrons can use their own personal computers in the library	Y

#### Variables to consider

- Public access PCs for Internet access and other uses should be provided in each branch. Numbers of PCs per branch is dependent on the population served.
- The number of printers provided will depend on the network configuration within individual libraries and on patron demand.
- **Note:** general practice is to depreciate computers and peripherals over a three-year period. Some library services operate with different leasing periods e.g. four years. In some libraries, leasing arrangements are likely to be required to conform with Council policies.

## STANDARDS FOR MEASURING USAGE OF ELECTRONIC SERVICES

### Objective

Given the accelerating take-up rate for electronic services and the growing proportion of total library use they represent, it has become increasingly important to be able to refer to a core set of performance indicators which measure access and use. This preliminary standard is intended as a precursor to developing targets for database access and downloads (including e-books), and website usage. The new standard will complement existing performance indicators for more traditional library services and allow simple measurement of usage of all library resources, print and digital.

The forthcoming standard offers a set of measures for electronic resources use which NSW libraries can use for comparison with each other, or for identifying trends over time.

These are not the only measures of electronic library services that libraries will employ. Libraries and Councils will collect additional information and monitor the use of electronic resources to plan and develop electronic library services. Measurements such as website bounce rates, time spent on the website, page views and time spent on a particular webpage will provide libraries with useful data for analysing website use and for planning future content and navigation.

Related guidelines for library technology are presented in Section [G12](#).

### S16 Measuring electronic service usage

The Library collects and reports on the following data sets:

• Number of public workstations connected to the Internet in the library	<b>52</b>
• Numbers of items digitised by the Library	<b>9,476</b>
• Number of full text journal, book and video titles available on databases	<b>3,444</b>
• Number of e-book and e-audio titles	<b>4,930</b>
• Proportion of expenditure on digital resources by comparison with print materials	<b>19%</b>
• Number of visits to the library website per annum	<b>118,776</b>
• Number of unique visitors to the library website per annum	<b>88,296</b>
• Number of internet hours used on public workstations per annum	<b>69,731</b>
• Number of internet sessions on public workstations per annum	<b>89,303</b>
• Number of wireless sessions in the library per annum	<b>107,740</b>
• Number of wireless hours used in the library per annum	<b>82,139</b>
• Number of downloads of e-book and e-audio titles	<b>8,177</b>
• Number of database searches per annum	<b>111,811</b>
• Number of views and/or downloads of full text items from databases and other external or commercial content such as music downloads per annum	<b>96,855</b>
• Number of downloads and/or views of items digitised by the Library per annum	<b>n/a</b>

## Notes

All of the datasets listed above are collected annually via the NSW Public Libraries Statistical Return which contains detailed definitions for each measure.

Whilst website usage reports can be generated by libraries themselves, reports of externally-hosted database, e-book and e-audio usage are generated by commercial suppliers. Access to vendor usage figures is critical and should be considered with other selection criteria such as costs, coverage and retention rights.

For consortia-purchased electronic materials such as e-books, reporting libraries will need to disaggregate their usage figures from the consortium total.

In relation to measuring website usage there are no widely agreed metrics. However, Google Analytics, a free downloadable software application, is emerging as the de facto standard for both government and business.

Internet access provided in-library for smart phones and tablet computers such as iPads should be counted where possible.

## PROGRAMS

### Objective

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

### Definition

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

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

### S17. Library programs

No. of programs – 580    No. attending - 12,269

<b>Campbelltown</b>	
<10,000	1 Children's storytime per week
10,000 – 30,000	Children's storytime offered more than once per week
	1 library program suitable for adults or seniors or culturally diverse community, per week
	1 user education program offered more than once per week
30,000 – 50,000	Children's storytime offered more than once per week

	Young persons library program on regular basis
	Library program suitable for adults or seniors or culturally diverse community
	Reader/customer education library program offered more than once per week
50,000+	A mix of library programs to meet population demographics and other variables, particularly staff skills; some offered more than once per week.

### Variables to consider

- Size of library. For larger library services replication of some library programs in some or all branches may be appropriate.
- Size and composition of community demographics
- Physical spaces in library buildings that can accommodate groups
- IT equipment that can accommodate group learning
- Library staff skills
- Community and business organisations appropriate for relevant partnerships
- Activities provided by other similar community organisations

### SATISFACTION WITH LIBRARY SERVICES

#### Objective

To ascertain library customer satisfaction or dissatisfaction with library services. The aim is to suggest a single, simple measure of satisfaction which NSW libraries can use for comparison with each other, or for identifying trends over time.

This is not the only measure of satisfaction that libraries will employ. Libraries and Councils collect information and monitor their performance against a variety of user satisfaction measures for their own management purposes and to reflect the consultation or planning processes they have undertaken. When seeking such feedback, surveys and questions are usually purpose-designed, and thus are beyond the scope of this standards document.

Additional discussion of qualitative measures is presented in Section G21. See also G22, Customer service.

S18 % of library users who view their library service as 'very' good' or 'good' Question: Do you view the library service as:

Very poor	Poor	Adequate	Good	Very good
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Suggested target: 95% of survey sample respond 'good' or 'very good'.	
<b>Campbelltown</b>	
<b>Year of survey</b>	

## Measurement parameters

It is recommended that such a survey is conducted every two years.

The State Library of NSW provides a survey template with model survey questions that are recommended for use by NSW Public libraries to survey users about their experience of library services.

This tool for measuring library user satisfaction was developed in close consultation with library managers and staff across the NSW public library network. Focus groups and user testing were undertaken with library staff and community members throughout the project to ensure that the questionnaire is relevant and useful for measuring satisfaction with contemporary public library services.

The template is: *Library User Satisfaction Survey: a model for NSW public libraries*, available at:

[www.sl.nsw.gov.au/services/public\\_libraries/community\\_and\\_engagement/Library\\_user\\_satisfaction\\_survey.html](http://www.sl.nsw.gov.au/services/public_libraries/community_and_engagement/Library_user_satisfaction_survey.html)



## Attachment 2. Return on Investment of Public Libraries

Summary of results of international studies on Return on Investment (ROI) of public libraries<sup>54</sup>

Study	ROI*
Fort Morgan Public Library, Colorado	\$8.80
Taxpayer Return on Investment in Florida Public Libraries	\$6.54
Tax Payer Return on Investment in Pennsylvania Public Libraries	\$5.50
Montrose Library District, Colorado	\$5.33
Douglas County Libraries, Colorado	\$5.02
Denver Public Library, Colorado	\$4.96
Rangeview Library District, Colorado	\$4.81
Placing Economic Value on the Services of the Middle Country Public Library in Suffolk County, New York	\$4.59
Mesa County Public Library District, Colorado	\$4.57
Economic Impact of Public Libraries in South Carolina	\$4.48
Eagle Valley Library District, Colorado	\$4.28
The Economic Value of the Port Jefferson Free Library in Suffolk County, New York	\$4.14
Placing an Economic Value on the Services of Public Libraries in Suffolk County, New York	\$3.93
Economic Benefits of Public Libraries: Value for Money, Ohio	\$3.81
Placing Economic Value on the Services of the Northport-East Northport Public Library in Suffolk County, New York	\$3.30
Carnegie Library of Pittsburgh: Community Impact and Benefits	\$3.00
Placing Economic Value on the Services of the Mastic-Moriches-Shirley Community Library in Suffolk County, New York	\$2.97
Best Bang for the Buck: Calculating the economic benefit of Sunshine Coast Libraries	\$3.66- \$5.45
Enriching communities (NSW)	\$2.83
Dollars, sense and public libraries (VIC)	\$2.30
The Library Dividend (QLD)	\$3.56

\*Values indicated in this column are the calculated Return on Investment (ROI) for every \$1 invested in the operation of library services

<sup>54</sup> *Worth Their Weight: An Assessment of the Evolving Field of Library Valuation*,  
<http://www.ala.org/research/sites/ala.org.research/files/content/librystats/worththeirweight.pdf>  
*What's It Worth to You? A Return on Investment Study of Selected Colorado Public Libraries*,  
<http://www.docstoc.com/docs/2389092/What%E2%80%9CIt-Worth-to-You-A-Return-on-Investment-Study-of-Selected>  
*Best Bang for the Buck: Calculating the Economic Benefit of Sunshine Coast Libraries*,  
<http://librarytraining.wordpress.com/2009/02/26/best-bang-for-the-buck-the-economic-benefits-of-sunshine-coast-libraries-queensland/>

## Attachment 3. Self Service Libraries

### Introduction of Self Service Concepts

It is possible for libraries to implement a number of self-service options, which can free up staff time for the delivery of services, and face-to-face customer contact.

These commonly include:

- RFID and self check of loans
- This can range from a small loans terminal to a fully automated robot returns system (Brisbane City Library, and New York Public Library). Terminals can also accept fine payments via credit card
- Drive through returns chute
- Self-booking of computers - Self-scheduling of computer time receives accolades for its unique benefit of taking librarians out of the role of computer police!
- Self booking for programs and events
- eMaterial downloading

### Case Study 1

The Singapore National Library Board operates a branch library which is effectively unstaffed and therefore 100% do-it-yourself. SengKang Community Library was established as a 100% self-service branch in 2002, initially staffed only by a security guard. The branch already operated with self-checkout terminals, members undertook their own library registration and fine payments, and an online enquiry service was available. Shelving of materials is done by volunteers. The service includes lending and returns, but reservations are not able to be collected. The move to 100% self-service was implemented both as a cost-cutting method and a way to reduce excessive queuing times. While these objectives have both been achieved, the model has led to quality of service being compromised in several other areas, including, among others, security of stock and lack of expert assistance. Improvements have been made to address these issues. The library has now added a Cybarian kiosk, allowing clients to speak to librarians in other branches for assistance and interact via a PC. An occasional program of library activities has also been developed with visiting staff.

#### Advantages

- Reduction in staffing costs, with capacity for redeploying staff to other duties
- Reduction in queuing times, especially for borrowing
- Empowerment of library clients
- Potential for greater privacy for clients

#### Disadvantages

- Potential for high losses/theft of resources (even when security staff used)
- Small rural library service delivery models
- Absence of any direct assistance from trained staff
- Lack of any client supervision (SengKang reported many complaints about high noise levels and bad behaviour)

- Few or no library based activities



### Vending Machines

Mainly in a number of overseas locations, library services have used library vending machines to extend access to materials. They are most often used as a service additional to a library branch, either onsite to extend access for loans after hours, or as an alternative quick service point in another location such as a bus or train station. The concept has enjoyed some success, particularly in Europe, Canada and the U.S.

Physically similar to food and drink vending machines, library kiosks provide self-service for dispensing reserved titles and a small selection of displayed titles for loan. They can house a range of formats including books, CDs and DVDs. Usually dependent on RFID technology and operated by a library card, most models are effective for lending materials but cannot handle returns.

#### Advantages:

- Minimal staffing costs, although machines must be regularly restocked
- 24/7 access, depending on location
- Some flexibility in location
- Potential to reach new library clients, depending on location•
- No construction or building maintenance costs

#### Disadvantages:

- No browsing capacity
- Usually limited to lending services only
- Costs can be prohibitive
- No staff assistance or added value
- Generally require RFID technology and Internet access
- No capacity for library based activities

## Case Study 2

Library-a-Go-Go of the Contra Costa County Library (CCCL) in California is an automated, or vending library, which lends library materials via a handling machine that has proved a tremendous aid in addressing underserved segments of a sprawling community.

The Library-a-Go-Go service consists of a stand-alone machine, with access to a self-contained collection of approximately 400 paperbacks in plastic cases, which handle both checkouts and returns to authorised cardholders. The customer logs in to the system with a library card and uses the touch screen to make a selection. To return materials, the process is reversed. A second-generation machine installed at the Sandy Cove Shopping Centre does not require the plastic cases.

The CCCL decided to test the service by circulating books only. However, anything could potentially be put into the plastic cases, such as iPods, DVDs, etc. Holds cannot be placed on materials in the machines. CCCL hopes soon to allow patrons to renew materials checked out from the machine through their accounts. The collection is updated every quarter. Library-a-Go-Go customers demanded a greater range of titles than expected. Because all items are paperbacks, refreshing collections costs far less than expected. The library orders one to three copies of many titles. According to a small survey at the time of the first launch, 84% rated the service as excellent. 73% even said they consider a machine their main “branch.”

In addition to the Go Library it would be possible to include an information kiosk alongside the Go Library unit. The kiosk, outfitted with a touch screen terminal, could provide access to the library catalogue, including some or all of the available website databases. Start-up costs for the equipment and the initial loading of the Go Library unit could range from \$40,000 to \$175,000. It might be possible to lease the equipment. An estimate as to annual lease costs would be in the \$15,000 to \$20,000 range. A lease-purchase agreement might also be negotiated. There would be some staff costs as well. There needs to be someone responsible for the initial ordering and loading of the Go Library unit(s), checking to see that the unit remains adequately stocked, technology working, etc.



*Contra Costa Library a go go*



*Edmonton Public Library*