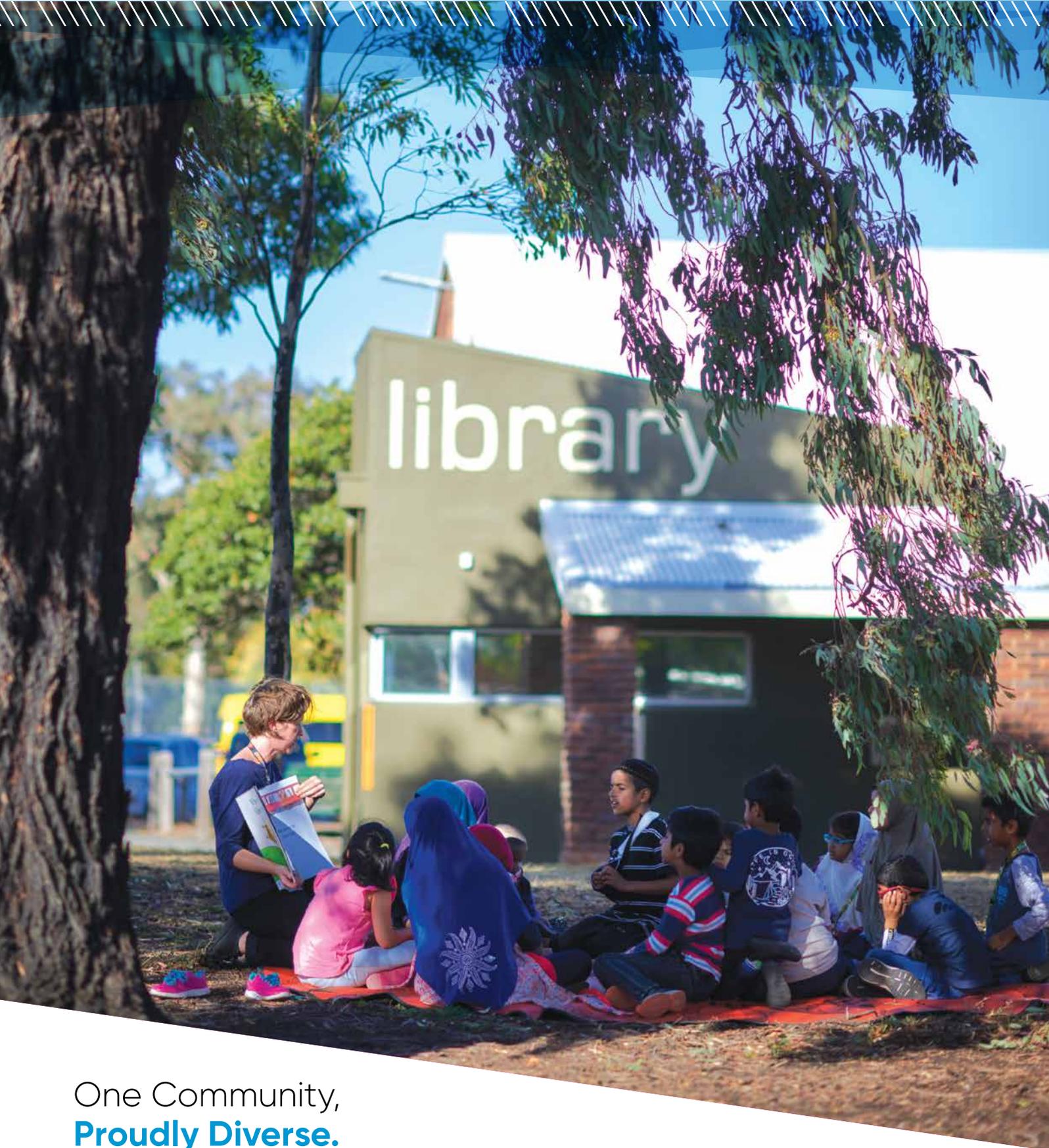# LIBRARY SERVICES
STRATEGY 2019

Moreland City Council

One Community,
Proudly Diverse.

Contents

Mayor's Introduction

Libraries change lives in so many compelling ways, from supporting early literacy outcomes for our pre-schoolers to one-on-one digital device training for our older residents at risk of becoming isolated in an increasingly digital world. Our libraries are highly valued by the Moreland community, who have consistently high satisfaction rates with the customer service provided.

Increasingly, our libraries are becoming a third space for our community – first work, then home, then the library as that third space in their lives. Libraries have an important role to play in providing opportunities for social connection as the trend of single person households in our municipality grows and the risks of social isolation are increased.

Moreland City Libraries contributes to the strategic objectives of the Council Plan:

- Connected Community
- Progressive City
- Responsible Council

The Library Strategy 2019 determines the priorities for Moreland's library service for the next five years. Challenges have been identified and addressed in five Key Priority areas; Connect, Curate, Discover, Learn, Place.

I would like to thank all those involved in the creation of this strategy, especially the hundreds of community members who provided feedback via surveys and focus groups, library staff and the Moreland Libraries Advisory Committee (MorLAC).

Libraries make a significant contribution to the cultural life of our proudly diverse city. I look forward to the implementation of this strategy as the library seeks to engage more deeply with the community to create opportunities to learn, discover and connect.

" *Moreland library is the most important community space …. It is central to the lives of new migrants, children, students and locals – I love that place.* "

Context

Our Methodology

In 2018, I & J Management carried out an independent review of Moreland's Library Service and provided a report which informed the development of this strategy. Information was also gathered from a range of sources, including the annual Moreland library user survey, a non-user survey, statewide benchmarking data, community consultation sessions, staff workshops and a review of relevant literature.

Findings from the review and feedback from the community, library and council staff and MorLAC were workshopped further at library staff meetings and forums to develop the strategic direction of Moreland's libraries.

Priority Directions for the Library Service

Service Transformation
A responsive, agile library service

The Moreland community is growing and changing. The library service needs to be agile and anticipate the new ways in which the community wants to engage with their library. We will continue the move from a transactional to a transformative library service. Through a process of continuous improvement, staff will be allocated to functions which return the greatest value for the community, continuing the move from back of house functions to a focus on front of house and outreach activities. We will engage with non-traditional library users by staging pop-up library events at various venues in the Moreland community. We will introduce a Maker Space program, with space, staff and events designed to spark and nurture creativity.

Community Connection
Showcase community strengths

We will create stronger links with local groups which reflect the ethos of the Moreland community and are strongly aligned with the library's focus on universality. We will engage and support the artistic community, sustainability groups and those with a passion for social justice. We will continue our commitment to Made in Moreland by supporting and showcasing local artists and authors in our programs and collections.

In the recent review of Moreland's Libraries, I & J Management Services reviewed the Annual Public Libraries Victoria (PLV) survey and found ...

"*Moreland Libraries' ranking is almost exactly where it would be expected to be given its population. It is not 'exceptional' on any of these measures – not outstandingly good, and not delivering below the expected level...*"

Library Buildings and Spaces
Contemporary library spaces which match community growth and expectations

Moreland City Library buildings do not meet community expectations or industry standards. With a total of 2,693sqm public library floorspace, Moreland City Libraries provides 2,022sqm less than the industry standard cited in the recent strategic review. It is predicted that an additional 35,000 people will reside in Moreland by 2023 and past experience has shown that we may exceed this prediction. This rapid increase in population, especially single person households, will place ever increasing demand on the free and welcoming spaces provided by public libraries. Without significant investment to improve the library buildings, Moreland's libraries will continue to fail to meet expectations, dropping further behind expected standards. We will develop and resource a Library Infrastructure Plan to address this.

The plan will include overall assessment of the existing buildings and actions required to meet future needs. Consideration will be given to better use of existing space, refurbishment, expansion, co-location and relocation. We will plan strategically for built library spaces and hours of operation which can meet the growing demands created by the increasing size and density of the population and provide opportunities for the library space to be used in new and innovative ways.

Community Stories
Capturing the impact

Attendance numbers alone do not demonstrate the considerable impact that Moreland's libraries have on the lives of the community. We will investigate the impact our libraries' programs are making to the lives of residents. We will gather and share the life changing stories of library members of the Moreland community and celebrate the positive impact that libraries deliver every day.

Target Priority Population Groups
Focusing on those in need

As a trusted community resource, Moreland City Libraries is uniquely positioned to provide services and programs where they will be of most benefit. We will identify and focus on specific areas of need and provide tailored programs and services to address these needs.

In addition to priority groups identified in Moreland's Human Rights Policy, we will target:

- Culturally and Linguistically Diverse (CALD)
- The isolated
- Families with young children
- The aged
- People with low digital skills

It is more important than ever that we are in touch with our community, we need to be anticipating the next level of expectations so that we are ready to meet them.

We will move Moreland's Library Service from average to exceptional.

Moreland Libraries in 2017-2018

■ Moreland City Council   ■ State Rank

Customer Service Satisfaction

The community consistently rate the service received at the libraries very high and we need to maintain this **satisfaction level.**
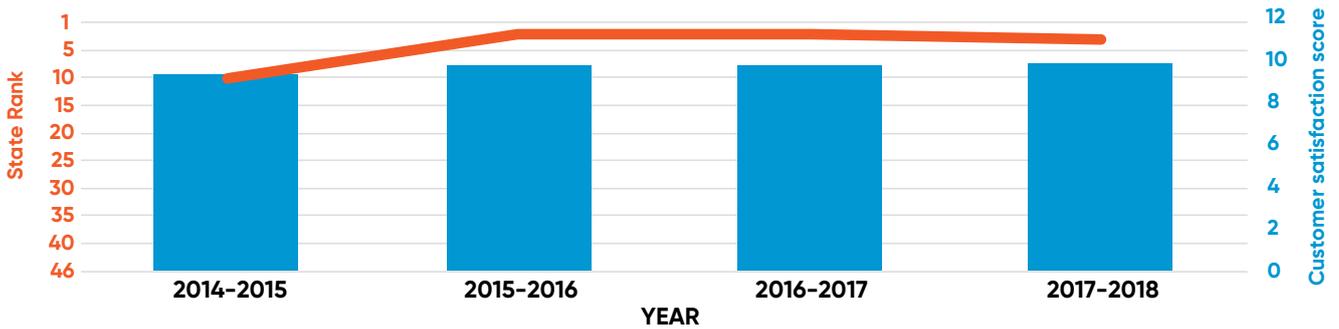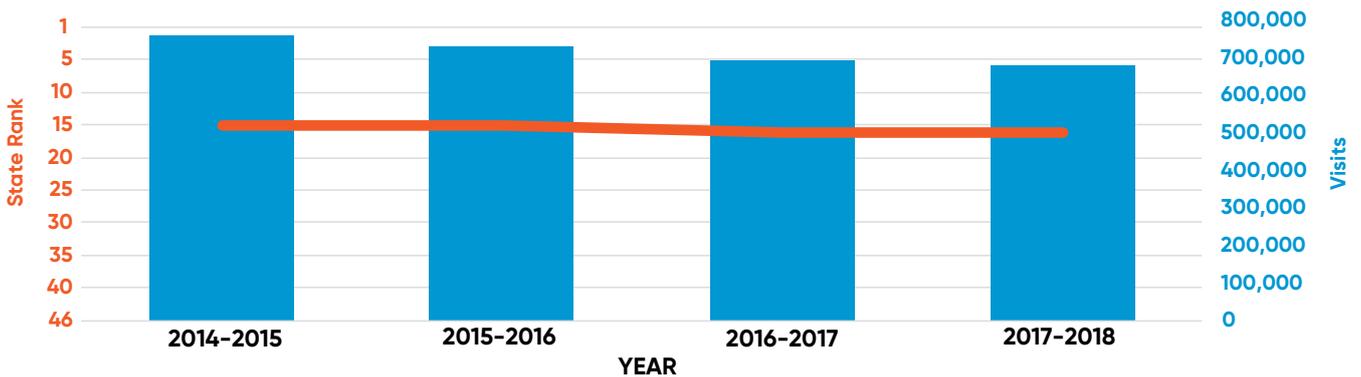

Loans

The Moreland Community is evolving in its use of library services, while **loans** of physical items gradually decline, loans of eresources are increasing rapidly. We will provide the stock our community is demanding.
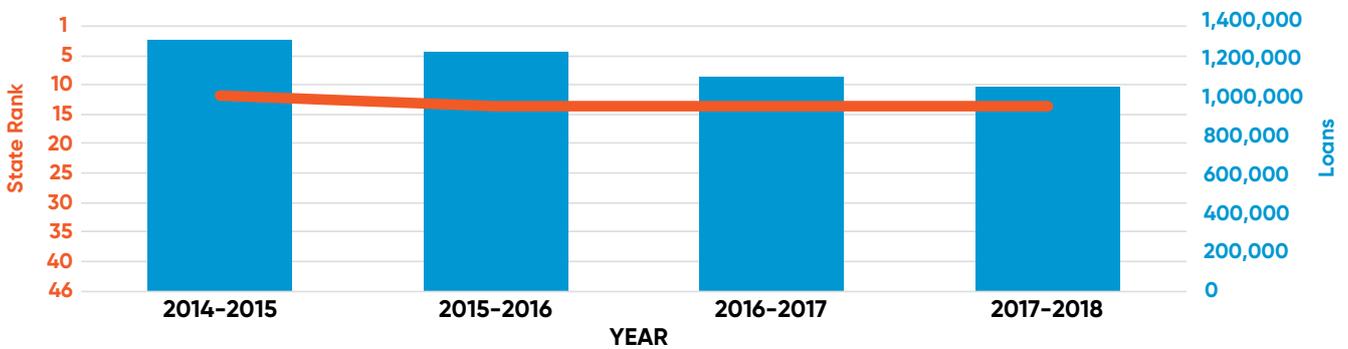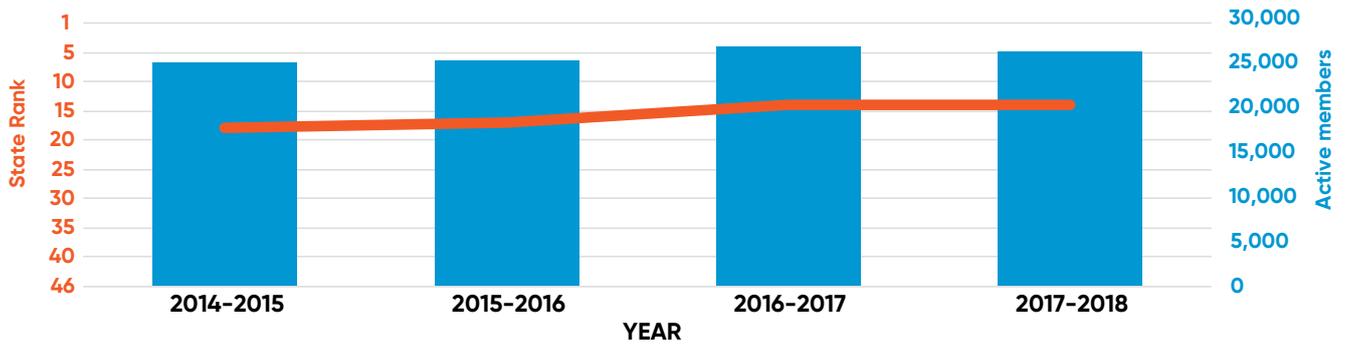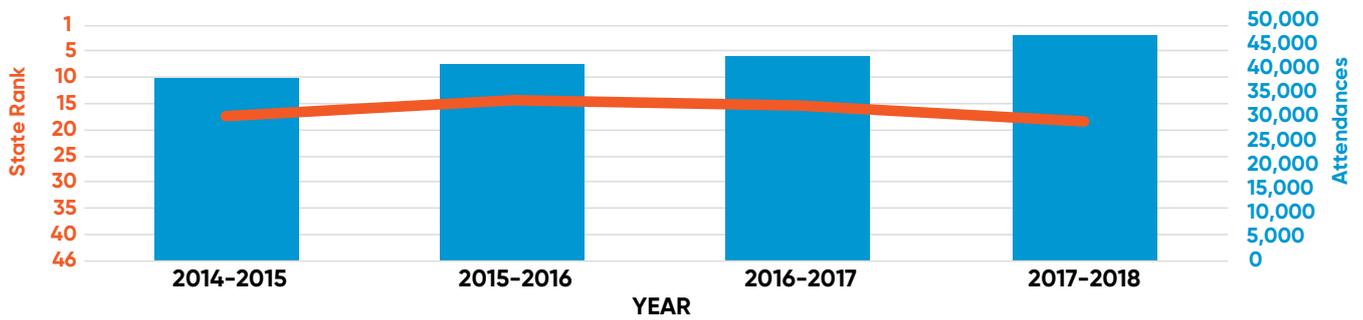

Visits

Visits are declining due to outdated library spaces which do not meet expectations. We will ensure library spaces meet expectations.
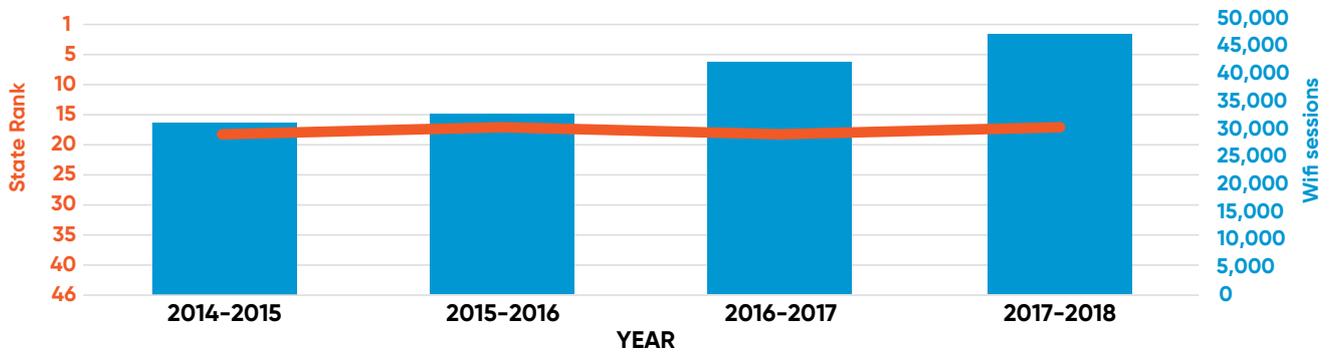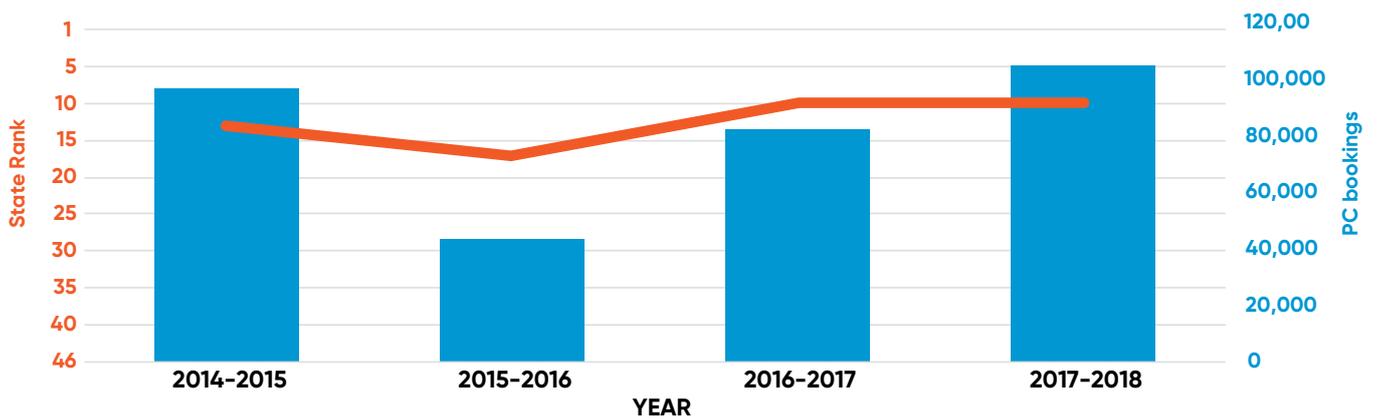
Active Members

Attendance at programs

wifi sessions

PC Bookings

> **It's a hub for people and a great place for isolated people to come together.**

Our Community

Moreland's libraries provide service to an estimated resident population of 172,091 people

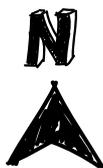**38% of our residents speak a language other than English at home**
The metro average is 32%

6% of our residents have a disability requiring assistance with core activities
The metro average is 5%

There are low levels of internet connectivity in the North of the city.

A higher number of children in their first year of school in Moreland are rated as "at risk" in regard to communication skills and general knowledge than the state average. There has also been an increase in the number of children assessed as "at risk" in regard to language and cognitive skills.

34% of our residents were born overseas
The metro average is 34%
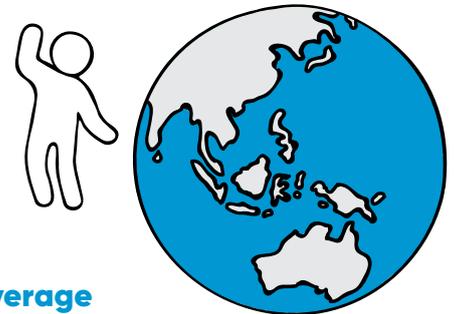
In the North of the city, levels of disadvantage are considerably higher than elsewhere in the state.

26% of residents live alone
The metro average is 22%

There is an increasing number of single person households in Moreland when compared to the Melbourne average and this number is predicted to grow.
There is a risk of social isolation for the residents of these households and libraries are experiencing an increase in the demand for public space for a variety of uses as a result. When living alone, the space and social interaction provided by the public library is especially appealing, creating a challenge for us to meet these expectations while currently operating from buildings which were not purpose–built, or were designed for a community which has now changed significantly.

Public Libraries in Victoria

The 46 public library services in Victoria participate in information sharing, training and consortia collaborative purchasing arrangements. Victorian Public Library Services are surveyed annually, and the resulting report is a valuable benchmarking tool.

Victorian Public Libraries 2030: a strategic framework identified five social trends which have significance for libraries and are aligned with Moreland City Libraries' strategic direction;

- Creativity
- Collaboration
- Brain Health
- Dynamic Learning
- Community Connection

*Reading and literacy for all: A strategic framework for Victorian public librarie*s provides a framework for the role of the public libraries in nurturing a love of language and reading among people of all ages.

The Moreland community is not alone when it rates the value of the public library to the community at the highest end of the scale. Public libraries are one of the most popular cultural institutions in the country.

Public Libraries are a free service, offering equal access to technology, information, programs, training and more to all members of the community. Libraries foster social connectedness, lifelong learning, creativity, wellbeing and literacy. Library collections in languages other than English provide an invaluable touchstone to a person's first culture and language.

> *It is a welcoming space for all kinds of people, you don't need to be of a certain class or social standing to access the services. It provides community engagement but also a safe place to be alone. It contributes to literacy and knowledge sharing as well as socialising and offering a space where the technologically disadvantaged can access services too.*

Moreland City Libraries

How does the library change lives in Moreland?

An independent report by SGS Economics and Planning, *Libraries Work! The socio-economic value of public libraries to Victorians*, found that every dollar invested in Victorian Public Libraries generates $4.30 of benefits to the local community. Economic activity generated by public libraries equates to $328 million per year across the state. For every dollar invested in public libraries in Moreland, the return in benefit to the local community jumps to $5.70, compelling evidence of the value of libraries to our community and the value of increased investment in Moreland Libraries in the future.

Early literacy and education

- Early literacy programs like Rhyme Time and Storytime help form the foundations of literacy in young minds and act as a model for parents to build on these foundations outside the library.
- STEAM programs for children offer a fun way for children to develop their natural curiosity, and breaks down the divisions between Science, Technology, Engineering, Art and Maths.

Access to and help with technology

Libraries bridge the digital divide by:

- Offering free access to the internet via wifi and fixed PCs.
- Providing digital literacy training.

Social connection

As an egalitarian resource, open to all, the libraries are venues for social connection and interaction between all areas of our community.

- Conversation Clubs give people the chance to talk to others in their first language and form social and community connections.
- Friendly staff can refer at-risk members of our community to services and make them welcome in the library space.

Providing a safe space

- Libraries provide space for our community to come and spend time alone or together with family, friends or like-minded groups.
- Libraries are a safe alternative to poker machine venues in the evening.

> *The library contributes more to my sense of community than any other facility.*

Lifelong learning

- Increasing literacy and numeracy skills has a positive and significant effect on jobs.
- English Conversation Clubs give people learning English as an additional language the opportunity to practice their skills.
- ReadMore programs feature an engaging range of presenters and workshops on diverse and informative topics.

Community support

- Libraries showcase the creative community with the Made in Moreland collection, featuring music by local artists and books by local authors.
- Queer Book Chat provides an inclusive and welcoming space to share reading experiences.
- Collections in 16 community languages support CALD communities in retaining and sharing their culture and language.

Inspiration and discovery

- ReadMore events engage the community with a love of reading.
- With thousands of books, DVDs, CDs, magazines, talking books, ebooks, movies and music to stream on demand and much more, libraries expand horizons endlessly.

Health and wellbeing

Moreland's libraries build healthy and productive communities by supporting all kinds of literacy at all stages of life.

- Reading reduces stress by 68% and works faster than listening to music, going for a walk or having a cup of tea.
- Libraries provide opportunities for community members to participate in community life and become more connected – supporting goals in the Moreland Health and Wellbeing Policy, contributing to the overall health of our community.

"It affords the community a space to explore ideas, formulate opinions and it's free to use. The library is an indispensable and important resource which illuminates and connects the community."

Vision

Creating opportunities to learn, discover and connect.

Key Priorities

Connect

Engaging with the community to raise awareness of the breadth of library services and to create opportunities for connection, input and partnerships.

Curate

Tailoring resources, technology and programs to the needs and aspirations of our community.

Discover

Providing opportunities for creative exploration.

Learn

Supporting lifelong learning.

Place

Planning and advocating for quality, flexible spaces for our community to learn, discover and connect.

> **It's a great place to see the locals, a gathering space and allows everyone from all walks of life an opportunity to have access to knowledge and have an opportunity to learn something new.**

Action Plan

The role of Moreland City Libraries in each of these actions will be determined at the outset and reviewed as work progresses. Moreland City Libraries will be either:

- **Presenter** – where the library co-ordinates and delivers programs and services
- **Partner** – where the library engages with providers in the community to complement work already being delivered, or;
- **Facilitator** – where the library engages broadly to encourage community led activities within the library programs or space

Our programs will be designed with this strategy in mind – each program will contribute to a Key Priority area.

Following is an overarching action plan, specific, detailed and measurable actions will be determined and monitored in the Moreland City Libraries Service Unit Plan each year.

> *I like that it is a true community space – there is no money being exchanged, services are free and there is a sense of trust when you are in the building and engaging with the services.*

Key Priority 1

Connect

Engaging with the community to raise awareness of the breadth of library services and to create opportunities for connection, input and partnerships.	
Further engage with the community to provide more ways for people to connect with each other.	Ongoing
Partnerships	
Strengthen existing partnerships and explore new partnerships to enhance the community interaction with the library.	2018–2019, then review annually
Engage with priority groups in the community to identify opportunities for new partnerships and programs.	Ongoing
Engage with co-located services in the Wheatsheaf Hub to build positive and productive partnerships.	Ongoing
Awareness	
Operate pop-up libraries in various locations in the community to increase the awareness of the breadth of library services and programs.	2018–2019, then ongoing
Review and implement the Library Marketing Plan, including Social Media Strategies.	2018–2019
Collaborate with Public Libraries Victoria and State Library Victoria to advocate for increased funding and awareness of Public Libraries.	2018–2021
Implement Council's Community Engagement Plan to provide increased opportunities for community input.	Ongoing once plan adopted
Investigate opportunities to build upon the success of the Libraries After Dark partnership program.	2018–2019
Identify, encourage and support opportunities for community-led initiatives in the libraries.	Ongoing

"...A place for people to connect in groups. A place for me to feel part of the community without having to really talk with everyone, just be around them and talk to the librarians, to feel welcome and not have to spend money to belong and share a resource."

Key Priority 2

Curate

Tailoring resources, technology and programs to the needs and aspirations of our community.	
Increase community engagement with the library by enabling residents to contribute to the selection of resources.	2018–2019
Review and tailor Home Library Services in line with the Healthy Ageing Strategy.	2019–2020
Implement qualitative assessment of programs to determine which programs offer the best outcomes for the community.	2019–2020, then ongoing
Investigate opportunities to use technology to enhance service delivery.	Ongoing
Investigate new self-serve kiosks which will enhance the library experience by providing a one stop solution for payments, print / copy credits and loans.	2018–2019
Continue to monitor new and emerging CALD groups in Moreland to determine potential need for new collections, services or programs.	Ongoing
Provide digital Literacy training for our Home Library Service members to empower them to use electronic resources and select their own content.	Ongoing
Review workflows to ensure the best use of staff time and expertise.	Ongoing

I love how inclusive it is – the prominent display on LGBTI books during the plebiscite was great to see and made me feel more welcome.

Key Priority 3

Discover

Providing opportunities for creative exploration	
Implement a program of sustainable cross generational "Maker Space" activities to provide technical and creative opportunities for the community.	2018–2019, then ongoing
Explore opportunities to partner with the Counihan Gallery and other arts organisations within Moreland.	Ongoing
Engage with local authors, artists and musicians to identify opportunities for collaboration.	2018–2019, then ongoing

Key Priority 4

Learn

Supporting lifelong learning for community and staff	
Build on digital literacy training by targeting groups within the community with the greatest need for this service. Collaborate with other areas of council, including the Research Unit, to improve reach.	Ongoing
Implement the Be Connected project to encourage people with low internet usage to develop their skills.	2018–2019
Partner with eservice providers to deliver training in accessing services online through the Bridging the Digital Divide Project.	2018–2019
Collaborate with community providers to offer programming to: • complement formal training already being provided • meet educational needs not currently addressed elsewhere in the community • host training events conducted by industry specialists.	Ongoing
Build relationships with educational institutions and explore opportunities for collaboration.	Ongoing
Target library programs addressing early literacy outcomes, including seeking funding for a collaborative ABCederian model with other early years providers.	Ongoing
Identify diverse training options to build staff capacity in key areas of digital literacy training, program support / delivery & community engagement.	2018–2019
Trial different methods of training to engage with different types of learners.	2019–2020, then ongoing

" I am loving the eBooks through Bolinda Borrowbox. I am reading much more than I used to with this app. "

Key Priority 5

Place

Planning and advocating for quality flexible spaces for our community to learn, discover and connect.	
Develop and resource a Library Infrastructure Plan that includes an overall assessment of the existing buildings and future needs, including consideration of options of refurbishment, expansion, co-location and re-location and recommends how to provide the most appropriate library spaces for our community.	2019–2020
Undertake an audit of existing furniture and develop a strategy for assessment and replacement.	2018–2019
Plan for the new library facility within Wheatsheaf Hub.	2019–2021
Report on alternative service models for the Campbell Turnbull Library, with recommendation of a preferred option.	2018–2019
Implement trial of preferred service model at the Campbell Turnbull Library.	2019–2020
Investigate how to make the unused mezzanine floor at Brunswick Library available to the community.	2018–2019
Explore options for linking in with the Counihan Gallery by better activating the atrium space.	2019–2020
Engage specialist support to review the layout and develop a master plan to optimise space usage of the Coburg library.	2018–2019
Explore options for expansion of the Fawkner Library at the existing site or relocation into a community hub.	2018–2019
Ensure universal access to library facilities, services and programs through the regular review of policies, procedures and physical accessibility.	Ongoing
Undertake community consultation and benchmarking regarding library opening hours to produce a report and recommendations.	2019–2020
Implement a trial of recommended library opening hours.	2020–2021
Advocate within Council and to the State and Federal level where appropriate to secure appropriate funding for capital investment in library buildings.	Ongoing

All quotations which have not been otherwise cited are comments provided by community members responding to the 2018 Annual User Survey or the non-user survey also conducted in 2018.

"Spend considerably more money on buildings and features. Compared to almost every other library service, both metro and regional, Moreland has not one library building that's not second rate. The collections and staff are first rate but the facilities are way off the mark!"

moreland.vic.gov.au

Language Link

有關摩爾蘭德市政廳
的詳情請致電　　9280 1910

Per informazioni sul Comune
di Moreland telefonare a　9280 1911

Για πληροφορίες σχετικά με το
Δήμο Moreland τηλεφωνήστε στο　9280 1912

للحصول على معلومات عن بلدية مورلاند
اتصلوا على الرقم　9280 1913

Moreland Belediyesi hakkında bilgi
almak için aranabilecek telefon　9280 1914

Nếu muốn biết thêm chi tiết về Hội đồng
Thành phố Moreland, xin quý vị gọi số　9280 1915

मोरलैंड सिटी काउंसिल के बारे में जानकारी
प्राप्त करने के लिए फोन करें　9280 1918

要进一步了解Moreland
市政府的信息，请拨打　9280 0750

ਮੋਰਲੈਂਡ ਸਿਟੀ ਕੌਂਸਲ ਬਾਰੇ ਵਧੇਰੀ
ਜਾਣਕਾਰੀ ਲਈ ਕ੍ਰਿਪਾ ਕਰਕੇ ਫੋਨ ਕਰੋ　9280 0751

All other languages

including هۆڵندا, Croatian,
Tagalog, Indonesia, Polski,
සිංහල, Español,
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Moreland City Council