



LIBRARY **STRATEGY** **2018-23**



Living &
Learning
Libraries

GREATER DANDENONG

imagine, explore, discover



LIBRARY STRATEGY

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OUR VISION



Connecting community to learn, engage and inspire

Message from the Mayor and Councillors

The City of Greater Dandenong is committed to delivering excellence in library services, now and into the future.

We know that libraries make a vital contribution to the social, cultural, economic and educational development of our community.

The Library Strategy will guide the work of the library service into the future with a focus on our vision for connecting community to learn, engage and inspire.

The new strategy builds on the achievements of the previous strategic plan. Our libraries will continue to inspire and provide opportunities for everyone to learn, participate and engage in a variety of programs and services.

Our Library Service has one of the highest membership rates in Victoria. The Library Strategy redefines our role and approach to delivering services, spaces and programs in the longer term.

Our new library in Dandenong and the development of a new community hub in Springvale, together with our online and outreach services, reflect our commitment to engage and connect with our community.

The Library Service will continue to evolve in line with our objective as a leading library providing contemporary and innovative collections and resources, spaces and programs that support literacy, lifelong learning and digital engagement.

Delivery against the Library Strategy will be reviewed annually for achievement against objectives and to ensure that it continues to respond to community feedback, trends and needs.

We look forward to the exciting years ahead, continuing to strive for excellence in the delivery of library services.

WHO WE ARE AND WHAT WE DO

The City of Greater Dandenong library service is highly valued in the community. It is widely used for a wide range of purposes including borrowing books and multimedia items, reading newspapers and magazines, studying, accessing public computers, free Wi-Fi, socialising, participating in children's reading programs and accessing English language assistance.

Library buildings themselves are highly valued community spaces, providing a friendly, comfortable, safe and welcoming atmosphere.

Key attributes of the City of Greater Dandenong library service include:

- Delivered online, at Springvale and Dandenong branch libraries and via an extensive outreach service
- 83,000 members, representing 53 per cent of the population
- 1.2 million visits to the two branch libraries each year
- 430,000 visits to the virtual library or website each year
- Over 900,000 loans of print and non-print material each year
- 100,000+ reference enquiries of library staff annually
- Over 65 public access computers and devices available
- Of every \$1 invested there is a benefit cost ratio of 4.3 (SG5 Economics and Planning 2018).

Why do people use the Library Service?

Per cent of patrons



- Borrow a book - 77 per cent
- Borrow an audio visual item - 30 per cent
- Study - 35 per cent
- Online resources (website) - 16 per cent
- Use computers - 23 per cent
- Use Wi-Fi - 27 per cent
- Socialise - 9 per cent
- Storytime - 6 per cent
- Learn English - 6 per cent
- Play video games - 3 per cent
- iPad lending - 3 per cent
- Photocopying/printing - 21 per cent
- Read newspaper/magazine - 21 per cent
- Other - 11 per cent

OUR STRATEGIC OBJECTIVES



Our strategic objectives are focused on the future across five core themes that provide the framework for realising our vision.

1. **ENGAGEMENT**

The Library is a gathering place where everyone feels welcome. We actively engage with our community and promote learning, participation and engagement in a contemporary library environment.

2. **LITERACY AND LIFELONG LEARNING**

We provide pathways for literacy, lifelong learning and a love of reading for all age groups.

3. **SPACES**

We provide flexible and accessible Library spaces where everyone feels welcome.

4. **COLLECTIONS AND TECHNOLOGY**

We provide current and relevant collections and resources to support literacy, lifelong learning and digital engagement.

5. **LEADING LIBRARY**

We provide excellent customer service, adapt to new and changing needs, and engage and develop a skilled and responsive staff.

The Library Strategy is supplemented with a three year action plan which is available at www.greaterdandenonglibraries.com

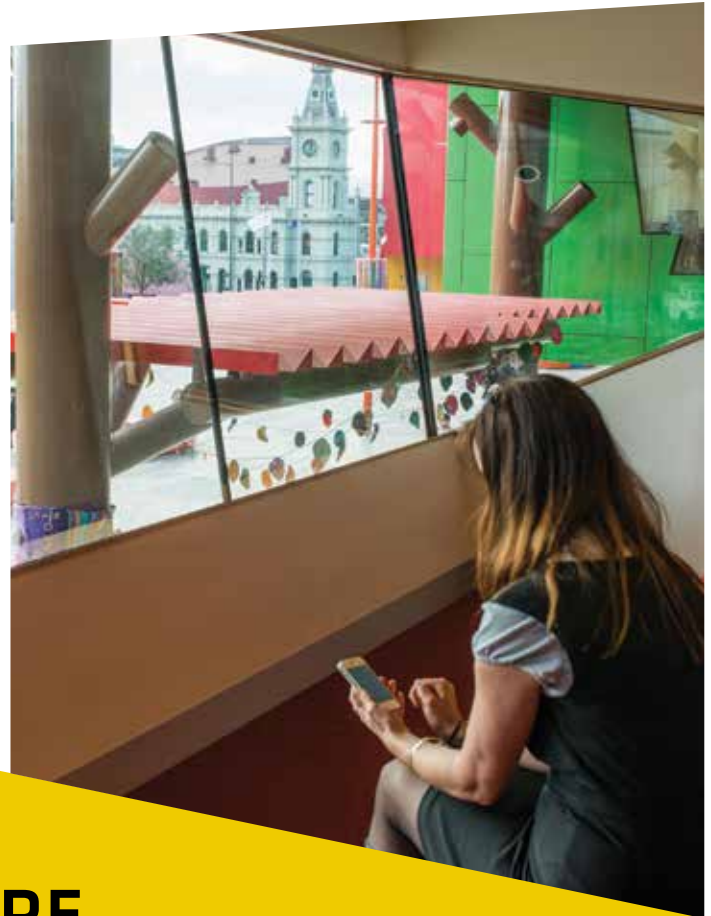
CONSULTATION

The City of Greater Dandenong is committed to genuine community engagement to inform responsible decision making that will benefit the community.

The Community Engagement Policy and Framework provided guidance for a consultation process that informed the development of the strategy. Community engagement was undertaken in 2016 involving the following activities:

- Consultation with the general public through online and physical surveys
- Council Website
- Social Media
- E-news
- City of Greater Dandenong Children's forum
- Meetings with members of local groups, schools, networks and organisations
- Key contacts across the City of Greater Dandenong organisation

The City of Greater Dandenong has also undertaken a wide range of research to ensure that its future directions are consistent with leading practice in Victoria and Australia.



STRATEGY STRUCTURE

The City of Greater Dandenong Library Strategy is presented as two documents:

- A strategy that outlines the longer term vision and strategic directions for Library Services for the City of Greater Dandenong.
- An Action Plan with a set of specific, targeted and measurable initiatives that will be implemented over an initial three-year period 2018-21.

This approach enables Council to retain flexibility and responsiveness to the changing environment and identify opportunities, funding and priorities each year to achieve the intended outcomes of the strategy.

The strategy will inform the annual budget and business plans for the City of Greater Dandenong. Implementation of the strategy will be reported through quarterly reporting and an Annual Report. A new action plan will be developed after three years (2021).

PLANNING CONTEXT

Strategic Framework

The City of Greater Dandenong has developed a strategic framework to inform how the Council's strategic plans and policies are created and implemented in an integrated way – with the Council Plan sitting at the centre.

The Imagine 2030 Community Plan guides the vision for the City of Greater Dandenong. It establishes the strategic framework and the key priority areas for the municipality – People, Place and Opportunity.



COUNCIL PLAN 2017-21



The Council Plan 2017-21 identifies the vision and strategic direction for the City of Greater Dandenong. It outlines six strategic objectives that sit under the key priority area, as illustrated:

People 	Place 	Opportunity 
A vibrant, connected and safe community <ul style="list-style-type: none">• Community safety• Learning and literacy• Community participation• Health and wellbeing	A healthy, liveable and sustainable city <ul style="list-style-type: none">• Parks, reserves and sportsgrounds• Environmental sustainability• Roads, traffic and parking• Trees and our natural environment• Streetscapes and public places	A diverse and growing economy <ul style="list-style-type: none">• Jobs and business• Tourism and visitation• Activity centre revitalisation• Investment
A creative city that respects and embraces its diversity <ul style="list-style-type: none">• Cultural diversity• Community arts• Cultural heritage• Positive ageing• Access and equity	A city planned for the future <ul style="list-style-type: none">• Urban design• Asset management• Residential, commercial and industrial development• Place making• Transport advocacy	An open and effective Council <ul style="list-style-type: none">• Advocacy and community engagement• Transparency and accountable decision making• Digital innovation and leadership

The Library Strategy responds to the objectives of the Council Plan, including those relating to a vibrant, connected and safe community, a creative city that respects and embraces diversity, a city planned for the future and a diverse growing economy.

Other Plans

The Library links to a range of other City of Greater Dandenong strategies and plans, including:

- Council Plan 2017-21
- Community Wellbeing Plan 2017-21
- Arts and Cultural Heritage Strategy
- Children's Plan 2015-19
- Community Development Framework 2015
- Community Engagement Framework
- Community Hub Framework

1. ENGAGEMENT



The Library is a gathering place where everyone feels welcome. We actively engage with our community and promote learning, participation and engagement in a contemporary library environment.

We will:

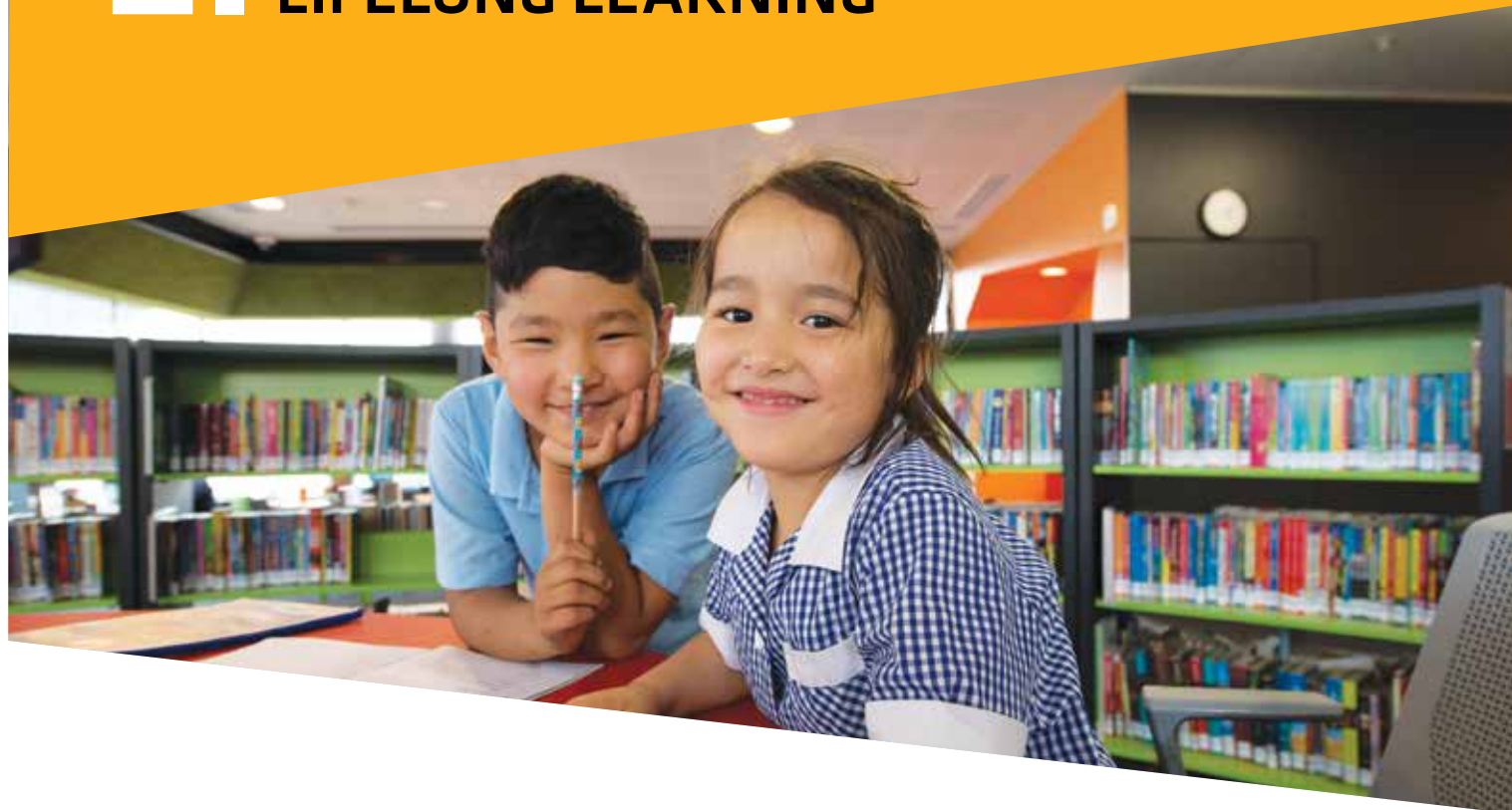
1. Connect people to library resources, Council and community information through a responsive service.
2. Provide the broadest possible opportunity for library users to experience the library through digital and print resources and in a range of community languages.
3. Deliver a dynamic library service that responds to community feedback, trends and needs.
4. Seek to engage people not currently using the library service.
5. Develop effective partnerships with relevant stakeholders to complement our service offering to the community.

How will we know we are successful?

- Increase in library membership to 60 per cent following the opening of the Springvale Community Hub (measured as a proportion of the CGD population) (Benchmark 2015/16 – 53 per cent)
- Increase number of physical visits to libraries by 5 per cent per annum (Benchmark 2015/16 – 1.242 million. Allows for the opening of the Springvale Community Hub)
- At least maintain online visits (measured by unique hits per annum) (Benchmark 2015/16 – 429,366)
- Increased collaborations between the Library Service and Council activity areas by 5 per cent (number of joint programs delivered)
- Increased collaborations between the Library Service and other organisations such as schools, agencies, volunteer groups and community organisations by 5 per cent (number of joint programs delivered).



2. LITERACY AND LIFELONG LEARNING



We provide pathways for literacy, lifelong learning and a love of reading for all age groups.

We will:

1. Provide programs and services to build digital literacy for all ages, increase access to information, support the exploration of new technologies and inspire further learning.
2. Support and empower families to encourage and develop literacy in their children.
3. Provide resources and programs to support the development of skills to encourage literacy, lifelong learning and creativity.
4. Support local students of all ages to develop their skills and knowledge through access to resources, spaces and learning opportunities.

How will we know we are successful?

- Increase in Library program attendance - 5 per cent per annum (Benchmark 2015/16 - 26,441)
- Increase in the overall satisfaction rate for Library programs by 3 per cent (Benchmark 2015/16 - 90 per cent)

3. SPACES



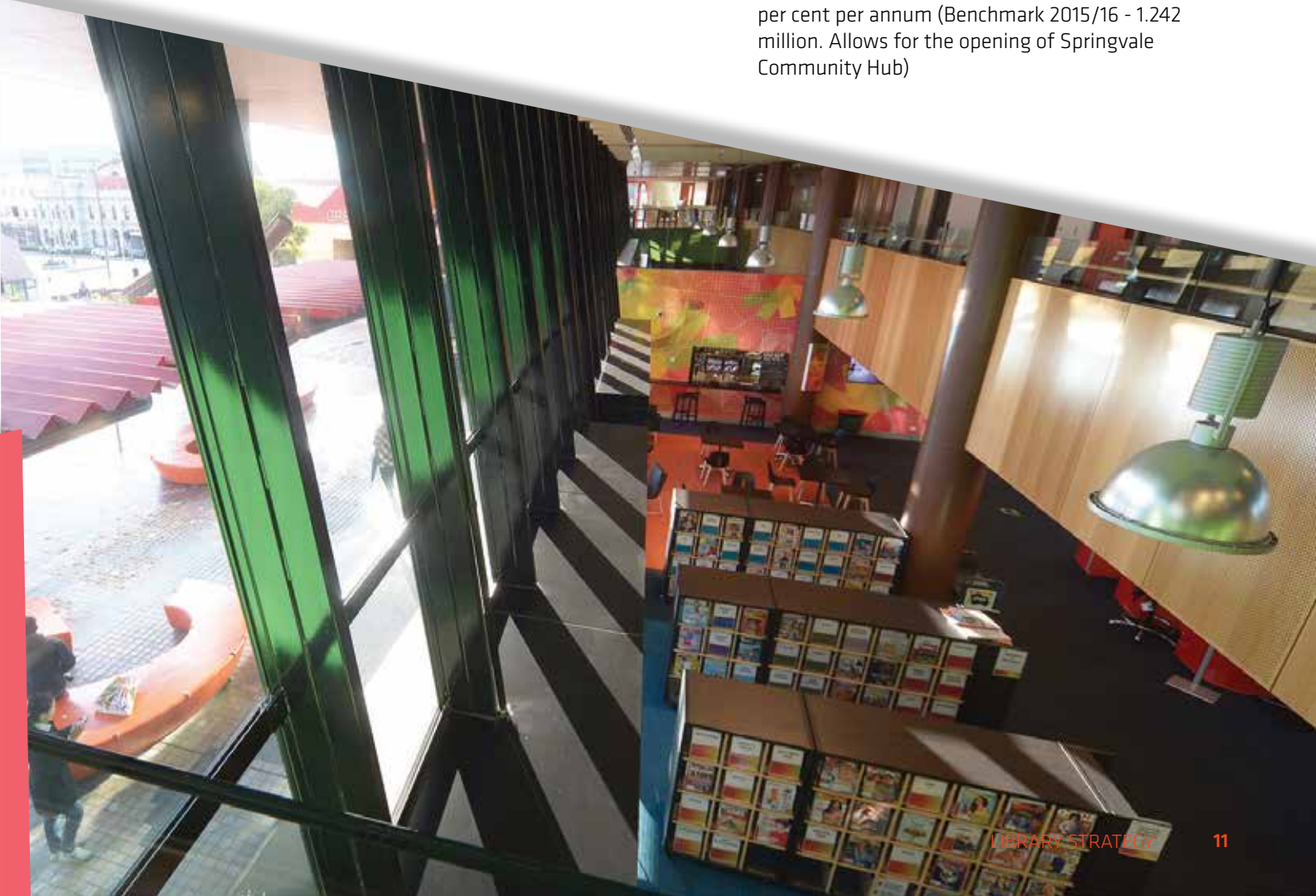
We provide flexible and accessible Library spaces where everyone feels welcome.

We will:

1. Provide flexible, inclusive, welcoming multi-purpose spaces to cater for a broad range of programs and services.
2. Adopt a planned approach to keeping the library services and spaces up-to-date.
3. Explore innovative models for providing accessible library spaces.

How will we know we are successful?

- Increased Library user satisfaction in the look and feel of Library spaces and facilities functionality (Benchmark 2015/16 - 85 per cent).
- Increase in library membership to 60 per cent following the opening of the Springvale Community Hub (measured as a proportion of the City of Greater Dandenong population) (Benchmark 2015/16 - 53 per cent)
- Increase number of physical visits to libraries by 5 per cent per annum (Benchmark 2015/16 - 1.242 million. Allows for the opening of Springvale Community Hub)



4. COLLECTIONS AND TECHNOLOGY

We provide current and relevant collections and resources to support literacy, lifelong learning and digital engagement.

We will:

1. Monitor and plan for a changing community to ensure our collections and resources are relevant to current and emerging communities.
2. Provide access to relevant digital resources that may not be readily available to the broader community.
3. Seek innovative ways to promote our collections and online resources.
4. Provide digital and creative spaces that connect users with learning opportunities.
5. Provide opportunities for the community to engage with the City's local history through access to resources and digitised images and the promotion of historical societies.

How will we know we are successful?

- Increase in satisfaction rate of the collection as measured through the Annual Library Customer Satisfaction Survey by 3 per cent (Benchmark 2016 - 71 per cent)
- Collection turnover rates increased (number of times an item has been lent per annum) (Benchmark 15/16 - 6.2)
- Currency of the physical collection five years and under maintained (Benchmark 2015/16 - 85 per cent)
- Level of relevant community LOTE (Languages other than English) resources - number of language collections maintained (Benchmark 2015/16 - 16)
- Increase in the utilisation of e-resources - 3 per cent per annum (unique hits - database count/e-book download) (Benchmark 2015/16 - 73,000)
- Increase in satisfaction rate for the Libraries' website as measured through the Annual Library Customer Satisfaction Survey by 5 per cent (Benchmark 2015 - 65 per cent [website survey])
- Increase in satisfaction rate for public access PCs / Internet services by 5 per cent (Benchmark 2016 - 61 per cent [Internet speed / computer availability])

5. LEADING LIBRARY



We provide excellent customer service, adapt to new and changing needs, engage and develop a skilled and responsive staff.

We will:

1. Continuously review and improve library service delivery.
2. Build on our existing volunteer services by developing increased and meaningful opportunities for volunteering.
3. Seek to identify innovative and appropriate partnerships and sponsorships to broaden our service offering.
4. Direct staff resources to best meet identified community needs and emerging trends.
5. Seek to inspire and develop our staff in alignment with the library vision and our strategic priorities.

How will we know we are successful?

- Overall customer satisfaction level increased as measured by the Annual Library Customer Satisfaction Survey by 3 per cent (Benchmark 2016 – 91 per cent)
- Helpfulness of staff rating as measured through the Annual Library Customer Satisfaction Survey increased by 3 per cent (Benchmark 2015/16 – 86 per cent)
- Number of volunteer hours per year at least maintained (Benchmark 2015/16 – 350)
- Measurement of staff engagement as measured through the Staff Engagement Survey increased by 3 per cent (Benchmark 2014 – 86 per cent)









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www.greaterdandenong.com



www.facebook.com/greaterdandenong

www.twitter.com/greaterdandy or [@greaterdandy](https://twitter.com/greaterdandy)

www.youtube.com/citygreaterdandenong

Springvale Library

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