

Library Services Strategy 2017 - 2027



City of Busselton
Geographie Bay

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1.0 Executive Summary

Libraries are ever changing, but now more than ever, change is being accelerated by the increasingly digital world in which we live. Libraries need to keep pace with this change to remain relevant in today's society, but it is also fundamental that our libraries remain relevant to our local communities where some needs remain unchanged and are not declining. This presents the challenge of maintaining services that we know and confidently deliver to high standards each day whilst establishing the capabilities to respond to growing, changing and new needs. This strategy explores what is driving change for our library services at a State Library level and at local community level and considers technological advancements, demographic change and consumer preferences. Planning accessible services for all sectors of an increasingly diverse community is vital with a particular focus on increasing services and service appeal to our Aboriginal and multicultural communities, our aging community and in early years development.

Key statistics from our current library services have been analysed which clearly demonstrate the increasing demand for eServices. Strategies have been considered to address the evolution of our virtual library in addition to the maintenance and development of our current two physical spaces at Busselton and Dunsborough.

680 responses were received from a current library user and non-library user survey. Information from the survey informed strategies around increasing accessibility to library services. As work and life patterns change libraries need to be accessible when people are able to use them. The survey has shown that current opening hours and days need to be extended. There will also be an increased need for outreach services and eService provision for remote accessibility. There remains a strong attachment to libraries as a meeting place and social hub and continuing demand for traditional library services and therefore it is important to continue to develop and maintain a diverse, high quality collection that meets local community need.

Both physical library spaces are benchmarked against industry standards. Population forecasts for both Busselton and Dunsborough demonstrate the need to expand to current facilities in the future to address increased utilisation for libraries as work and study hubs, learning portals, connection points and social hubs within our community. Strategies consider opportunities at both existing libraries to capitalise on existing infrastructure within adjoining Community Centres to achieve this.

So what will libraries look like in the future?

The following statement represents the future vision for the City of Busselton's library services:

Our libraries are community connectors transforming lives through inspiring and enabling learning, innovation, literacy, creativity and change.

There are four key goals to achieve this vision:

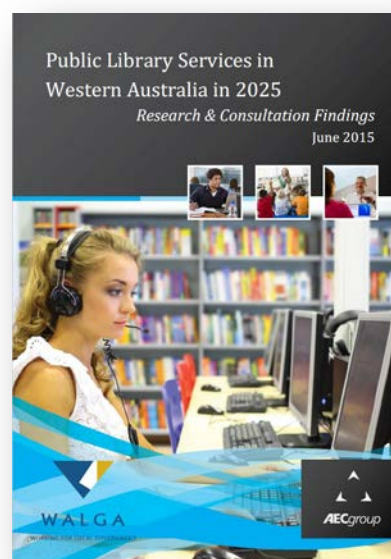
- Goal 1 – Establish the library as a connection point for our communities.
- Goal 2 - Inspire passion for reading, personal growth and learning
- Goal 3 – Provide spaces for learning, work, play, knowledge exchange and relaxation
- Goal 4 – Develop collections and services and the skills to deliver them



2.0 Drivers for change

2.1 State level change

The changing face of library services has been recognised for some time. Extensive research and consultation has been conducted by the Public Library Service of Western Australia (PLWA) in partnership with the Western Australian Local Government Association (WALGA) in order to develop a strategic plan for library services in WA. The Research and Consultation Findings Report was released in June 2015. The report led to the development of Vision 2025 and the Framework for Strategic Action PLWA. The report groups findings into four key areas: Integrated Planning, Good Governance, Best Value Service Delivery and Strategic Positioning. The findings which affect the City's libraries at a local level and are driving new strategic directions are:



2.1.1 Integrated Planning

- The expansion in Local Government services over recent decades has led to a mismatch between expenditure demands and current levels of revenue. Libraries like other Local Government services constantly have to deliver more with the same resources.
- The recognition that planning for public library services cannot be done in isolation and must sit within State and Local Government policy frameworks and priorities.
- New ways of thinking are emerging about how services can be delivered to ensure services are affordable and remain relevant.
- Opportunities to work and plan with other State Government Agencies need to be considered e.g. closer integration with Regional Development Commissions may be an opportunity.

2.1.2 Good Governance

- The Library Board of Western Australia Act 1951 and its Regulations (1985) need to be amended to support the effective delivery of public library services in WA.
- Local Government is now funding 88% of public library services as State funding reduces, yet under the Act the State is the controlling body.
- Reconsideration of how State funding could be used more effectively to address diverse needs across the State including alternative ways in which services can be delivered e.g. outsourcing and greater collaboration between libraries.
- Strategies agreed from the Structural Reform of Public Libraries Report.
- Changes to the funding model and stock ownership.
- Service reviews that question who delivers what services and why, and the benefits at the local level.

2.1.3 Best value service delivery

- Opportunities for increased co-location and partnerships for service delivery, increased revenue or community amenity. This includes working with other agencies, community groups, the private sector and across the Local Government's own resources.
- Redefining core services and what is value added.
- Neighbouring libraries working more collaboratively to plan, share information and share specialised labour resources.
- The changing skills required for library staff.
- Inefficiencies in the exchange service, inter library loans and other services
- Changes to hand held and smaller technologies and the configuration and use of both physical and virtual space.

2.1.4 Strategic Positioning

- Libraries will require flexible space, effective partnerships, and some re-skilling of staff.
- Strategies will need to be put in place to transition thinking about the public library from a focus on books on shelves and bricks and mortar to a focus on the outcomes that library services deliver and how these outcomes can be best met.
- Public libraries occupy valuable real estate in the community and could add additional value through a more diverse service offer.
- By 2025, the uptake of the e-book and access to content from a range of mobile platforms will mean that libraries will not need as much space for traditional collections. Although collection space will be reduced, collection budgets will need to be maintained or enhanced as the collection mix changes.
- Libraries will need the capability to enable services to be accessed by a growing range of mobile devices.
- Increased tendency for business and governments to push business online. Public libraries are increasingly filling the gap to provide access to online services and develop the digital literacy skills to use them.



2.2 City of Busselton demographic profile changes

The City of Busselton's Economic and Demographic Profile 2016 reports an estimated resident population at June 2014 of 35,562, representing average annual growth of 3.7%. Over the period to 2026, the population of the City of Busselton is expected to increase by 8,388 persons to a level of approximately 43,950 persons.

The City of Busselton is a popular holiday destination. In addition to permanent residents the City experiences an average of 1,138,900 visitors annually. Many of whom use the library's services, particularly public PCs and Wi-Fi.

There are currently three major town sites: Busselton, Vasse and Dunsborough with significant developments also happening at Yalyalup. The future town site of Ambergate North will need to include significant growth to the library service and consider another facility as part of Ambergate's development plans.

The populations by the current town sites of Busselton, Vasse and Dunsborough are shown in the table below:

Key Demographic Indicators, 2011 Census						
	Busselton/Vasse Urban Area		Dunsborough Urban Area		Rural Remainder	
	No.	% of total	No.	% of total	No.	% of total
Person Characteristics						
Total persons	21,407	-	4,531	-	4,392	-
Males	10,244	47.9	2,243	49.5	2,280	51.9
Females	11,163	52.1	2,288	50.5	2,112	48.1
Age group (years):						
0-14	4,534	21.2	1,060	23.4	953	21.7
15-24	2,411	11.3	423	9.3	393	8.9
25-39	3,622	16.9	1,087	24.0	732	16.7
40-54	4,376	20.4	936	20.7	1,114	25.4
55-64	2,612	12.2	489	10.8	684	15.6
64+	3,850	18.0	535	11.8	521	11.9
Median age	40	-	36	-	-	-

- Ultimately Vasse will cater for approximately 5000 people.
- Yalyalup is estimated to reach up to 7000 people.
- The Dunsborough district (including Commonage, Yallingup, Eagle Bay) has an estimated population of 8,481 as at 30 June 2016; by 2025 this is projected to reach 11,410 and eventually it is assumed a maximum population of around 20,000 people will be reached around 2050.

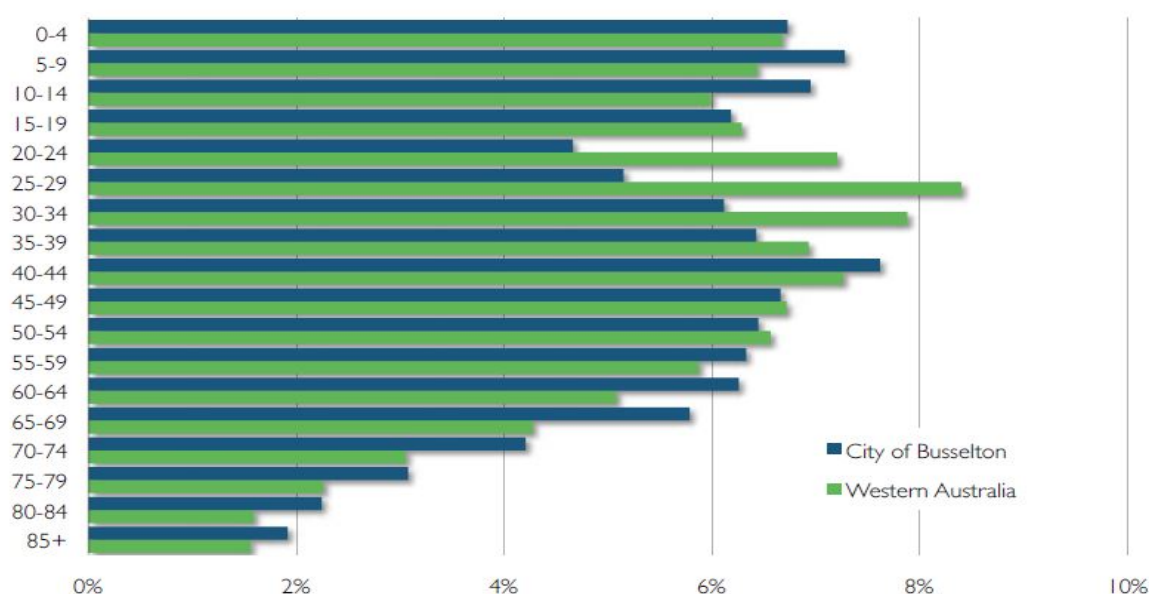
The newer town sites are seeing a change in demographic profiles compared to the City as a whole and the town site of Busselton. The data shows a different demographic in the Dunsborough urban area with a higher proportion of 0-14 and 25-39 year olds. Busselton has a higher proportion of 15-24 year olds and people 55 and over. It is important to consider these differences when providing and planning for future services at each of the current Busselton and Dunsborough library sites. For example, libraries play a key role in early childhood development and literacy, through early exposure to storytelling for programs for young people and development of literacy skills.

Early childhood programs and services which cater for working adults and families are highly relevant for the population of Dunsborough, whereas youth and seniors program are of higher importance to Busselton library.

Age distribution and other key differences about the demographic profile of the City of Busselton community follow:

Age Distribution

2014

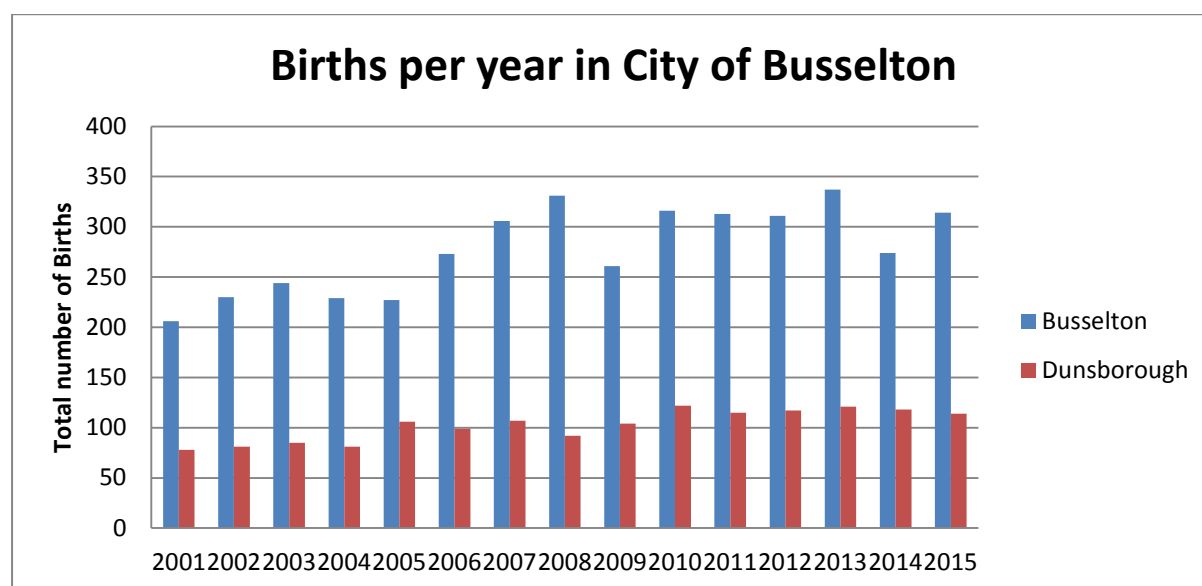


Source: ABS 3235.0

- The largest share of the population of the City is 40-44 years age group (7.6%), followed by the 5-9 years (7.3%) and 10-14 years age groups (6.9%).
- The City has a higher proportion of persons aged between 0-14 years, 40-44 years and 55 years and older age brackets than Western Australia and
- A higher dependency ratio than the State (50%), which is expected to increase by 5.4% to 67.1% in 2026.
- The City of Busselton has a slightly lower per capita income (\$27,865) than the averages for the South West (\$29,244) and Western Australia (\$32,872),
- The unemployment rate was 4.5% in the September Quarter 2015 lower than the averages for the South West (4.8%) and Western Australia (5.7%).
- The workforce participation rate in 2014 was 62% lower than the average rate for the South West (64.9%) and Western Australia (66.9%).
- There are pockets of disadvantage, with a correlation to poor health, employment and education outcomes, particularly for younger people.

2.3 Early Years Development

Children aged up to four increased by more than 30% in the last five years. This is due to new families moving to the region and increased birth rates. The chart below shows the rise in birth rates since 2001.



At the March 2016, Australian Early Years Summit it was observed that “parents have forgotten that sitting down with children and reading a book is essential for their development’. Early language and literacy activities are crucial in the early years of a child’s life for later literacy outcomes. The results of the Australian Early Development Census (AEDC) 2015 have showed an improvement in early literacy since the introduction of the survey in 2009 when 23% of five-year-olds were at risk of not developing the literacy skills they needed to succeed later in life. In 2015, the figure had fallen to 15%.

The AEDC provides information to focus on improving early childhood development through the early identification of key development areas of Physical health and wellbeing (Physical), Social competence (Social), language and cognitive skills (Lang), communication skills and general knowledge (Comm) and emotional maturity (Emot). Shown in the table below is the current 2015 scores of those children with Vulnerability in all areas and shows the percentage of children with Vulnerability in one domain or more (Vul 1) and Vulnerability in two domains or more (Vul 2), for the City of Busselton and the Shire of Augusta Margaret River, with Western Australia and Australian results shown for comparison.

AEDC Results for City of Busselton and Shire of Augusta Margaret River

Community	No	Physical	Social	Emot	Lang	Comm	Vul 1	Vul 2	SEIFA	SEIFA	
Broadwater/Abbey		3.9	3.9	5.3	4.0	2.6	12.0	5.3	997	931-1074	Sig Improvement in Physical, social and emotional domains 2012 to 2015. Sig improvement from 2009 to 2015 in Language.
City of Busselton	591	8.2	7.3	7.3	5.7	4.0	17.6	8.4	894	892-896	Improved sig in Language in 2009 to 2015 but signs of declined social. No change from 2012 to 20015 in all domains.
Dunsborough/ Quindalup /Quedjinup		2.8	4.2	5.2	3.7	0.7	12.4	4.3	1059 1054 1068	990-1124 1025-1092 1068-1068	Improved sig in Physical, emotional and language since 2009 to 2015 no sign change 2012 to 2015
Geographe		17.0	9.4	9.4	7.8	5.7	27.5	9.4	958	870-1117	Declined sig in Physical from 2009 to 2015 and sig improvement in Emotional Domain from 2009 to 2015.
Vasse		10.0	8.6	10.0	13.0	5.7	21.7	11.4	1040	1008-1049	Declined significantly in Language from 2009 to 2015 and 2012 to 2015. No sig change in other domains
West Busselton		15.8	13.2	11.5	4.4	7.9	25.7	14.9	953	838-1068	Declined significantly in all domains except Language from 2009 to 2015 but significant improvement from 2012 to 2015 in Language

Yallingup/ Wilyabrup /Marybrook		2.6	0.0	0.0	2.7	2.6	8.6	0.0	1080 1073 1030	1047- 1124 1073- 1073 1030- 1030	Improved sig in Emotional from 2009 to 2015 but no sig change in other domains.
Community	No	Physical	Social	Emot	Lang	Comm	Vul 1	Vul 2	SEIFA	SEIFA	
Yongarillup and surrounds		6.8	10.2	6.9	6.8	3.4	17.2	11.9	1037	1037- 1037	Improved significantly in Emotional domain. NS in other domains from 2012
Augusta/ Karridale		9.1	4.5	13.6	4.5	4.5	13.6	13.6	941 1012	913-981 1012- 1012	Unable to compare
Cowaramup /Gracetown		10.9	7.3	9.1	5.7	3.6	24.5	7.3	1048 1074	1028- 1084 1074- 1074	Sig Decline in Emotional and Social since 2009 to 2015 and significant Decline in Physical from 2012 to 2015.
Margaret River/ Gnarabup		6.1	4.7	4.8	9.6	4.7	20.5	6.1	1025 1085	849- 1116 1085- 1085	Sig Decline in /social from 2009 to 2012. Sig Improvement in Social in 2012 to 2015.
Rosa Glen/Rosa Brook									1021	1021- 1021	
Augusta Margaret river Shire	255	7.6	5.5	7.2	7.7	4.2	20.5	7.2	1025	849- 1116	Sig Decline in Social Domain from 2009 to 2015. No sig change in any domain from 2012 to 2015
Community	No	Physical	Social	Emot	Lang	Comm	Vul 1	Vul 2	SEIFA	SEIFA	
Australia	273,922	9.7	9.9	8.4	6.5	8.5	22.0	11.1	1000		Improved
Western Australia	30,834	9.9	8.4	8.5	6.6	8.0	21.3	10.5	1007		Improved

*Highest disadvantage in Australia are those with SEIFA scores of 875 and below

The results above identify three target areas within our community where early year's activity would provide benefit to the community. These localities are the communities of Geographe, Vasse and West Busselton. These areas also correlate with low Socio Economic Disadvantage scores below 1,000. Areas of West Busselton have scores of 847 to 863, other areas within Busselton have scores of 872 – 895 and Geographe has a score of 882.

This shows the continued importance of the libraries Better Beginnings, Baby Bounce and Toddler Time programs and the increased need to outreach specific services to these communities in collaboration with schools and child health whilst continuing the delivery of services from the libraries themselves.

2.4 Planning for an ageing community

The following section: Planning for an ageing community has been extracted from the *Public Library Services Research and Consultation Findings Report, June 2015* and describes the significant impact this demographic shift will have on library services into the future:

An ageing population will have significant implications. This is being caused by 'baby boomers,' who have or are transitioning to retirement. This will affect the economy and the services and facilities these retirees will require and will place financial pressure on all levels of government. Declining health and the rising risk of disability with advancing age are also impediments to community participation. Increasing rates of dementia and Alzheimer's and implications for aging carers will also have social impacts.

In 2009, close to one in ten people in Australia aged 65–69 years and just under two in ten people aged 75–79 had a severe or profound disability. In 2011, approximately 3.8% of the Western Australian population required assistance with core activities. In addition, 8.2% of the population aged over 15 years provided unpaid assistance to a person with a disability (Hayes, Weston & Baxter, 2011, p.9).

Libraries will need to continue to provide services to support an ageing population, including adaptive technology, services for clients with special needs, ongoing support to increase digital literacy for seniors, and flexible spaces for social engagement. The increase in one person households will make the library increasingly important in breaking down social isolation and facilitating community engagement. Outreach services, potentially in partnership with other providers or volunteers will need to be flexible to meet mobility and access needs. Skilling up older persons to access digital content and e-books in their own home or in nursing and retirement homes will provide for more efficient distribution models. Clearly, social engagement strategies will also be critical through bringing older people in to library spaces in partnership with care providers or through housebound services.



*There are also some opportunities for library services. Active retirees are often more likely to participate in **volunteer activities** that are of benefit to the community. Libraries could increasingly tap into this labour resource with the added benefit of further building social capital. This group will also have a wealth of knowledge, skills and experience that could be harnessed to share with the younger generations.*

2.5 Our Aboriginal communities

Our Aboriginal community is approximately 1.7% of population and libraries experience a low level of use from this sector. **Libraries need to increase their engagement with this valuable sector and explore ways in which libraries can support them further. Recognition and recording of our Aboriginal culture and history is also a vital component to our local history study service. Activities which encourage story telling and sharing of local history with elders plus conversations that understand how younger generations can make use of and find value in library services need to be investigated with representatives from our local Aboriginal people.**



2.6 English as a second language

In 2011, about one third of Western Australia's population was born overseas, (over 200 languages are now spoken in Western Australia). Our local libraries are starting to see increased demand for books in other languages particularly Japanese, German, Thai and more recently Arabic and Farsi. Libraries are a meeting place where people from the same ethnic backgrounds can meet and form social groups and also share their cultures with Australian and other cultures.

Libraries need to ensure collections are provided in languages and formats which reflect the cultural diversity of the community and find ways in which to invite and facilitate libraries as meeting places and community connection so that libraries continue to be accessible to all.



3.0 Survey results and what our statistics are telling us.

The Australian Bureau of Statistics *Arts & Culture in Australian – a Statistical Overview*

(2009-10) identifies that 34% of the population attended a local library, with survey results showing that the highest attendance rate was for the 15 to 17 year old age group (38%) followed by the 35 to 44 year old age group (36%). Unlike many other cultural institutions, public libraries generally attract repeat visitors with almost half of those who had visited public libraries (46%) doing so on more than 10 occasions during the survey period. Those in older age groups were more likely to make multiple return visits, with almost one third of persons aged 75 years and over who visited a public library attending 26 times or more during the 12 month survey period.

3.1 Key statistics for the City's Libraries

Key statistics for combined Libraries for the period July to December 2016 reveal:

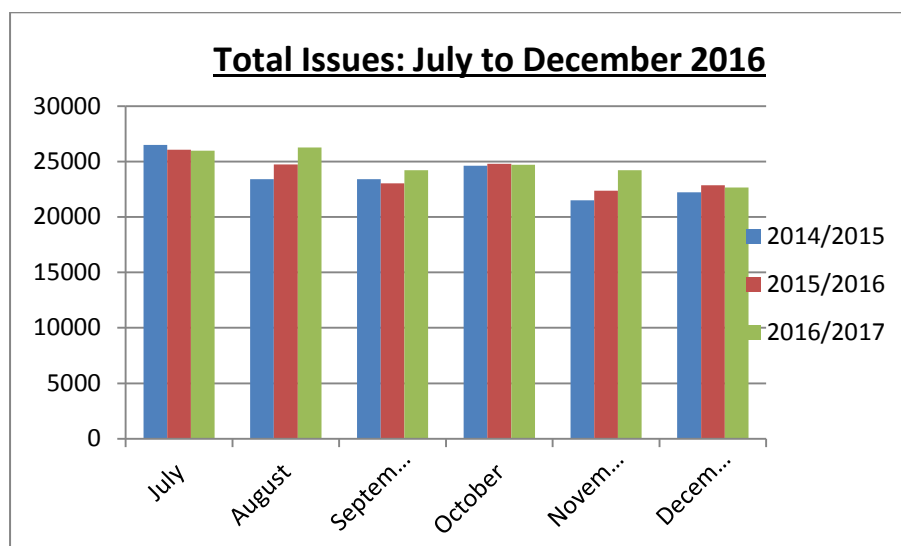
- A total of 17,475 active library members, approximately 50% of the City's population.
- 1507 new members, representing a 26% increase over the same period last year
- A total of 148,102 items (print + eBook) issued, representing a 3% increase over the previous year.
- eBook loans increased by 87% to a total of 18,202 loans.
- eBook loans now represent over 12% of total (print + eBook) loans – up from 7% last year.
- A total of 88,965 visits to our libraries representing a 2% decrease over the same period last year.
- A total of 40,297 visits to the new "Online Library" website. In the 5 months since the launch of the new website, the number of visits increased by 48%.
- The number of users accessing the libraries' WiFi Service increased by 15% over the same period last year. (From 5766 in 2015 to 6589 in 2016).
- The library Facebook page had 601 "likes" as at 31 December 2016, compared to 434 on 31 December 2015 – an increase of 39%.

The statistics for the period July to December 2016 clearly highlight the changes and challenges currently impacting on our libraries as we transition into an increasingly digital environment.

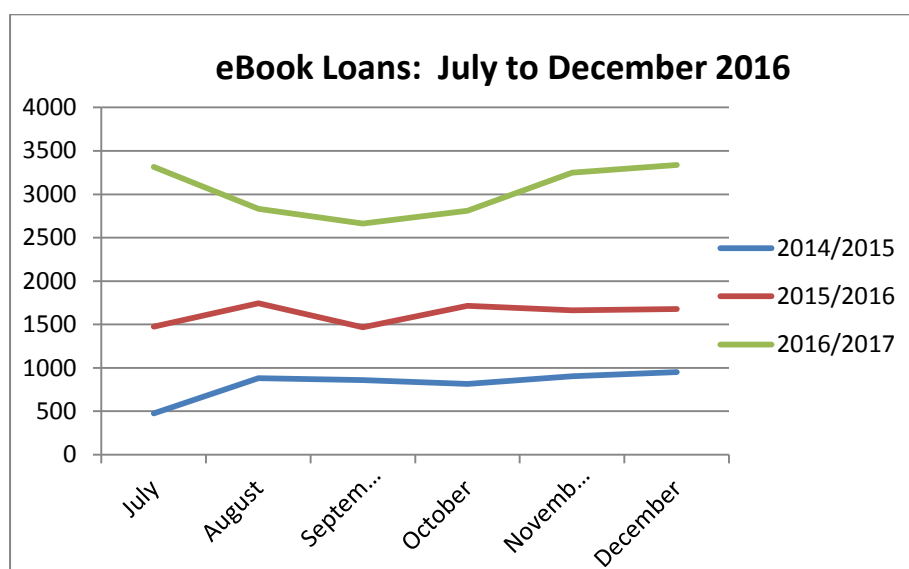
The number of library members continues to increase in line with the population growth. As at 31st December 2016 there were 17,475 active library members, approximately 50% of the City's household population.

The past 6 months saw a total of 148,102 items (print + eBook) issued, representing a 3% increase over the previous year. However, it was the digital resources which incurred the most significant increases with eBook loans rising by 87% to a total of 18,202 loans. eBooks now represent 12% of total (print + eBook) loans, up from 7% last year (See Graphs 1 and 2).

Graph 1. Total Issues: July to December 2016



Graph 2. eBook Loans: July to December 2016



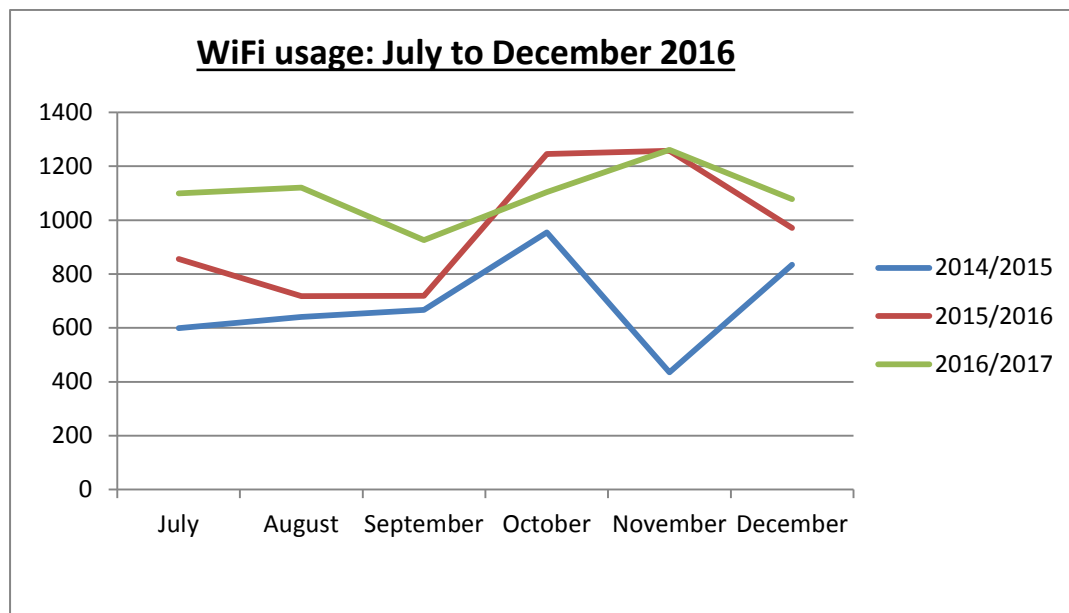
It is predicted that the percentage of eBook loans will continue to rise over the next few years and will then plateau at around 20% of total loans in line with a recently amended Australian Library and Information Association (ALIA) statement which predicts that by 2020 library print and eBook collections will establish an 80:20 ratio.

Whilst the popularity of eBooks is rising, it is evident that print will remain the foundation of many people's reading habits for the foreseeable future. Print books will not disappear and will remain the dominant format in our libraries, but the focus and subject areas of print collections are transitioning from the traditional reference and information focus to the more popular "recreational reading" collections. Results from the recent Library Survey found that 88% of survey respondents listed library resources (books, audio books, music CDs and Dvds) as a top priority for the City of Busselton's public library service over the next two to three years.

Visitor numbers reduced slightly across both libraries to a total of 88,965 visits - a 2% decrease over the same period last year. This is largely indicative of the shift towards eResources which can readily be accessed from home or work or by using WiFi around the library building. It needs to be emphasised that the reduction in overall visitor numbers to our buildings was offset by a 48% rise in the number of visits to the new “Online Library” website. Launched in August 2016, the “Online Library” has generated a lot of interest and usage with a total of 40,297 visits in the 5 months up until December 31st. This trend is likely to continue, with further development of the “Online Library” scheduled to provide a full suite of library services across a digital operating environment. The Online Library functions as a third library branch for the City of Busselton.

The City’s libraries continue to experience a significant demand for public WiFi and internet services. A total of 10,282 sessions were booked on the public internet computers, whilst the number of users accessing the libraries’ WiFi Service increased by 15%, from 5,766 in 2015 to a total of 6,589 in 2016 (see Graph 3).

Graph 3. WiFi Usage: July to December 2016



With the libraries’ Facebook page showing a 39% increase in the number of “likes” over the previous year, social media continues to be a highly effective means of communicating with younger members of our community and has played an important role in library promotions, particularly for children’s services and events.

In today’s technological environment, library clients are demanding an increasingly higher level of servicing than ever before. We are seeing this in demand for public internet access services. More people coming into our libraries to access the increasing number of government services that are only available online as well as the library’s own growing range of online resources. More people come into our libraries wanting to access the internet using their own devices via the library WiFi services. This has also generated a whole new level of customer service, with enquiries from people who are unsure how to use their device, access the service they need or even use the internet.

The challenges associated with the rollout of eGovernment need to be highlighted. The Australian Government has committed to providing online services for all high volume federal services by 2017.

It is intended that by 2020, 80% of Australian Government service interactions will be performed through a digital channel. While these changes are expected to create an easier and more efficient service, a competent level of digital literacy is required to navigate the new systems. Our libraries have already experienced increased demand for eGovernment assistance and this is likely to intensify over the next few years. In order to tackle the difficulties arising from eGovernment, our libraries will need to continue taking steps to appropriately support their community. Digital literacy training for library staff and the public will play an integral part of the success.

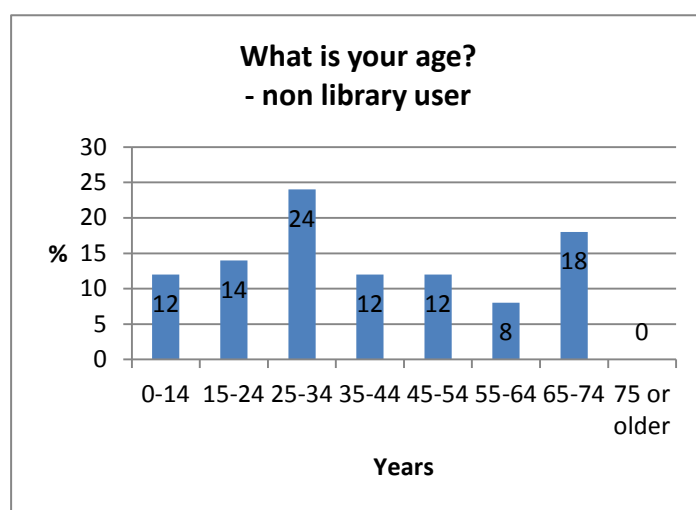
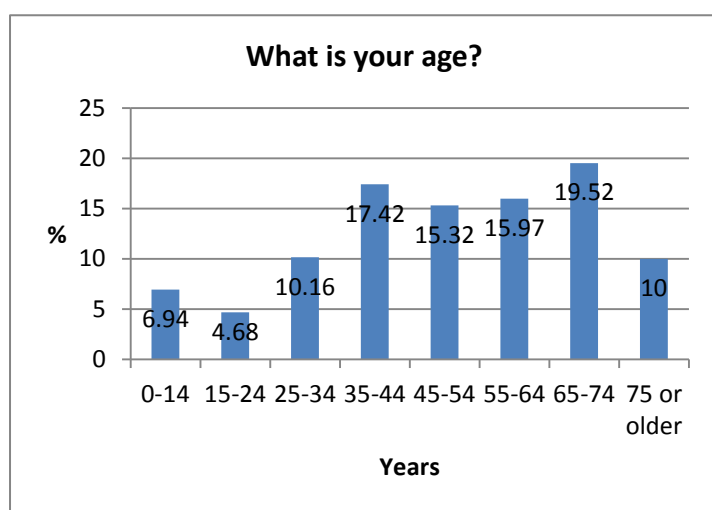
These trends are indicative of the changing role of public libraries in an increasingly digital environment.

3.2 Survey results

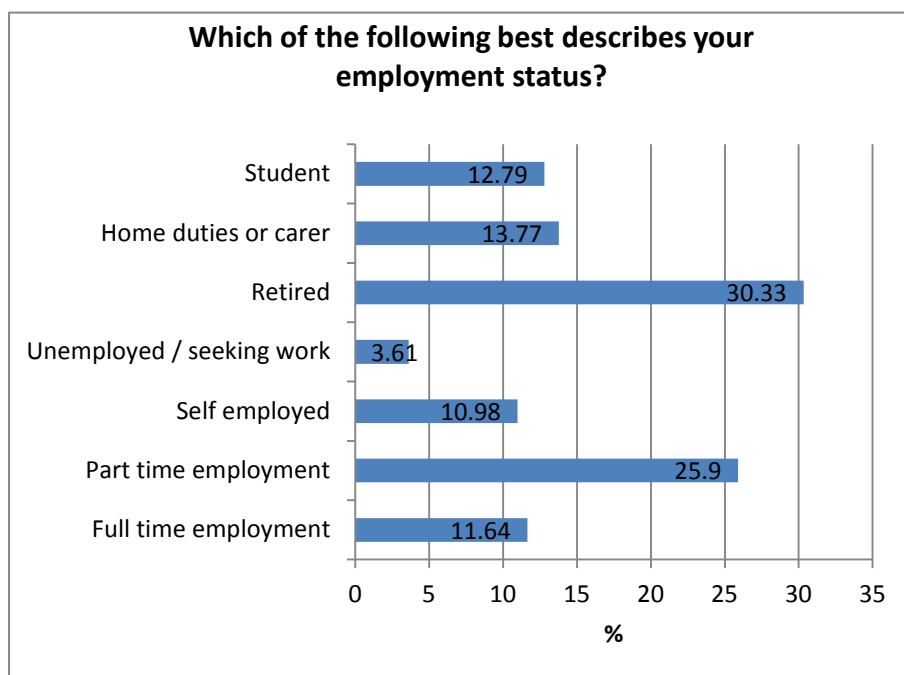
During April 2016 a library survey was conducted which aimed to attract responses from current users and non users. The survey was promoted in the media, by advertising, Facebook, City website and displays at the libraries, Naturaliste Community Centre (NCC), Dunsborough shopping centre, Geographe Leisure Centre, ArtGeo Cultural Complex, City's Customer Service, Busselton Senior Citizen's Centre, Youth Advisory Council and through Bess Home and Community Care.

A total of 680 valid responses were received. The majority 76% were from female respondents. The highest returning age groups were in line with the local demographic profile in the age groups 35-44 and 65-74.

The highest non library user group were respondents aged 25 – 34 years.

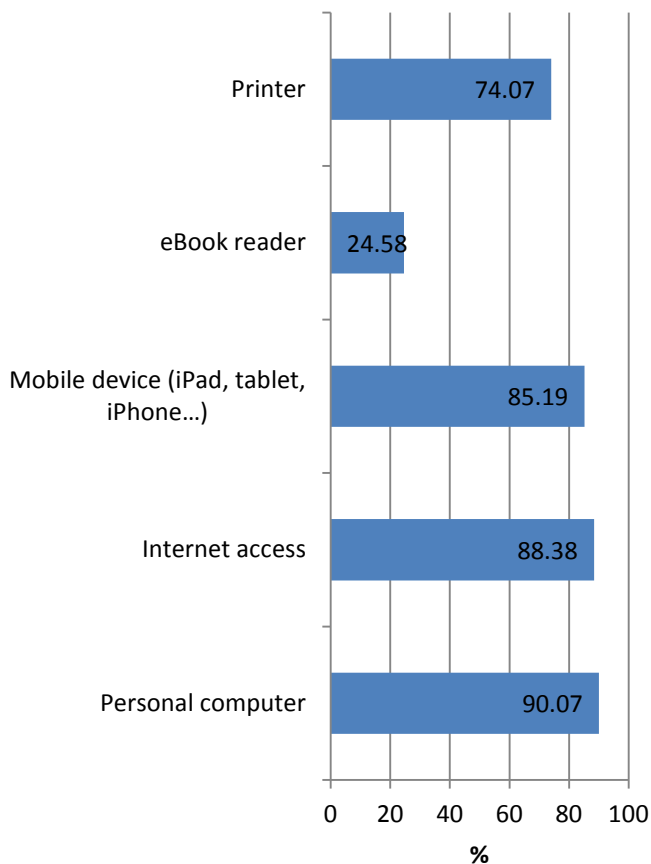


Most respondents were retired 30.33% or working part time 25.9%.

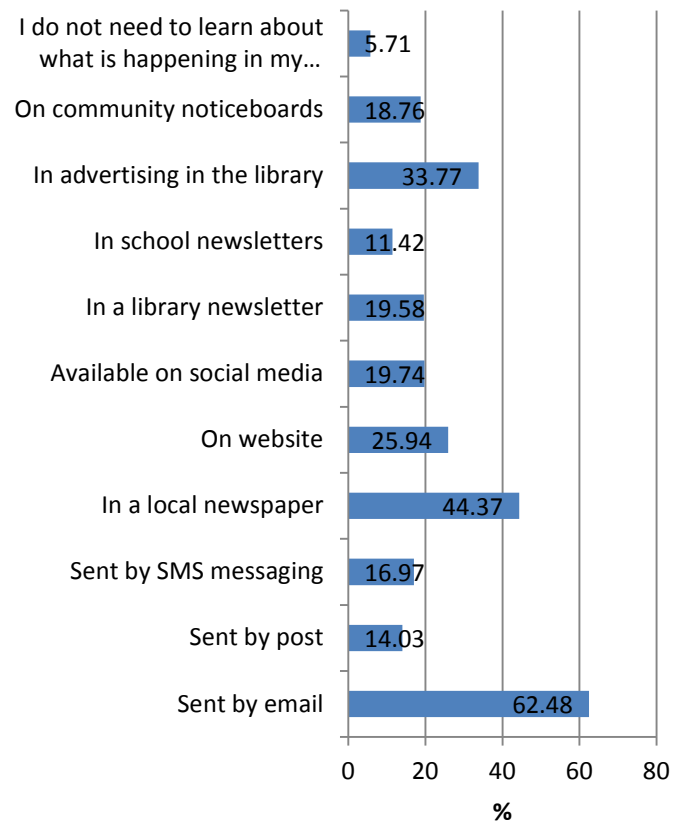


The majority of people (85%), including home delivery users have a mobile device (iPad, tablet, smart phone) and a personal computer at home (90%) and would prefer to receive information about the library by email with home delivery users preferring a newsletter.

Do you or a family member have the following at home?



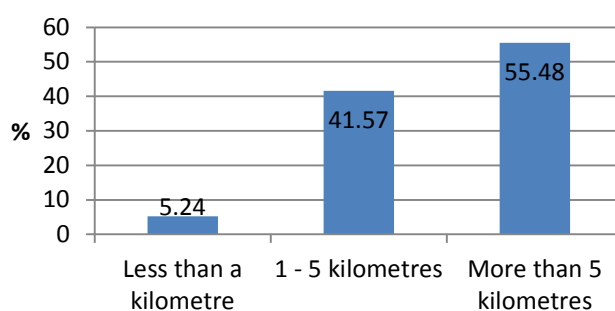
I would be likely to learn about what is happening in my library if the information was...



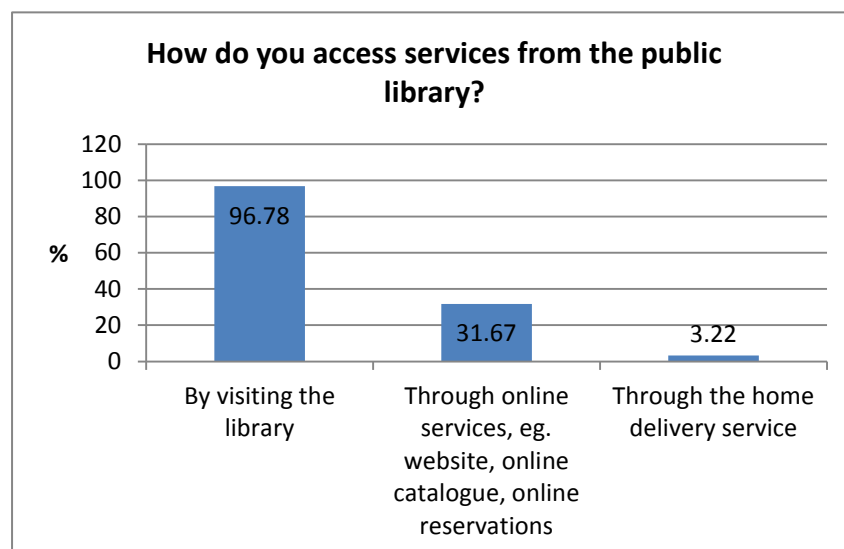
Accessibility

The majority of respondents are prepared to travel more than 5 kilometres to a public library service.

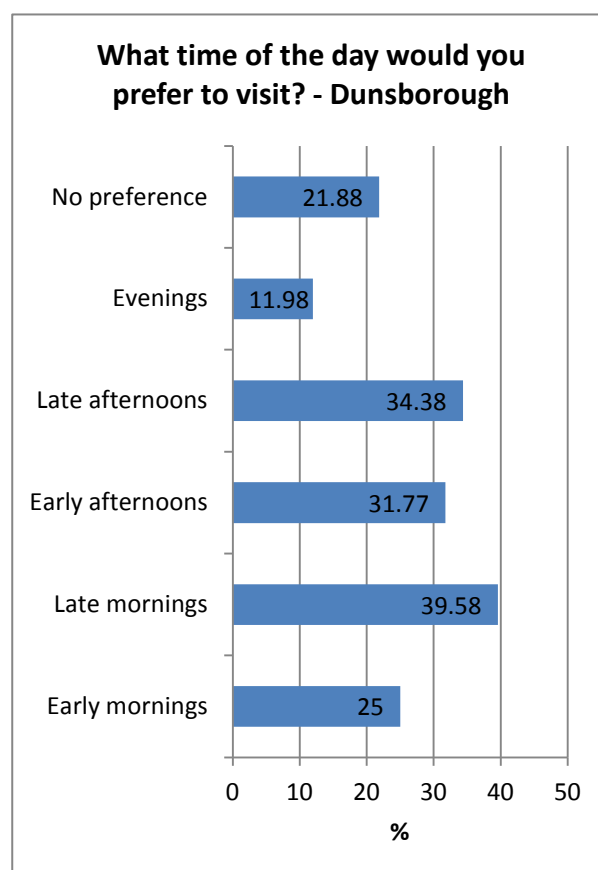
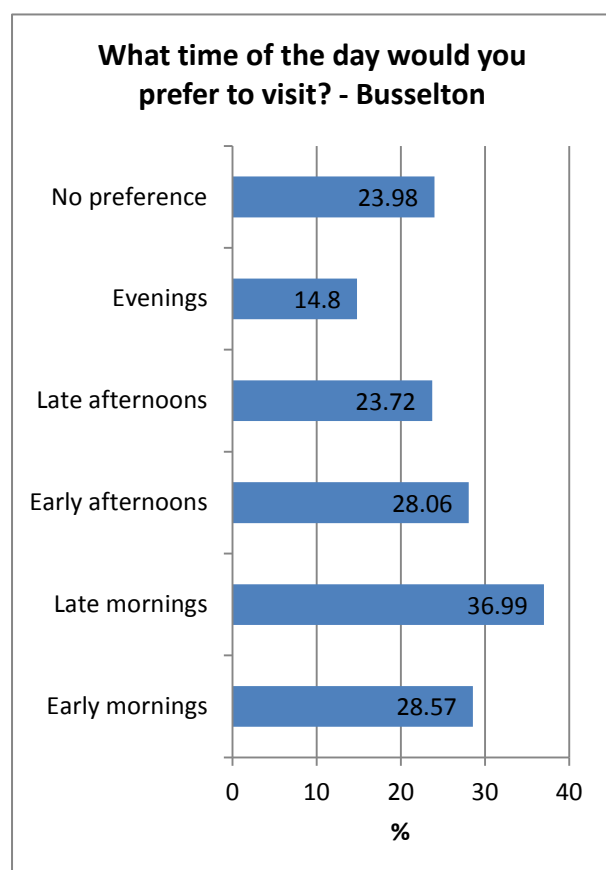
How far would you be willing to travel to a public library service?



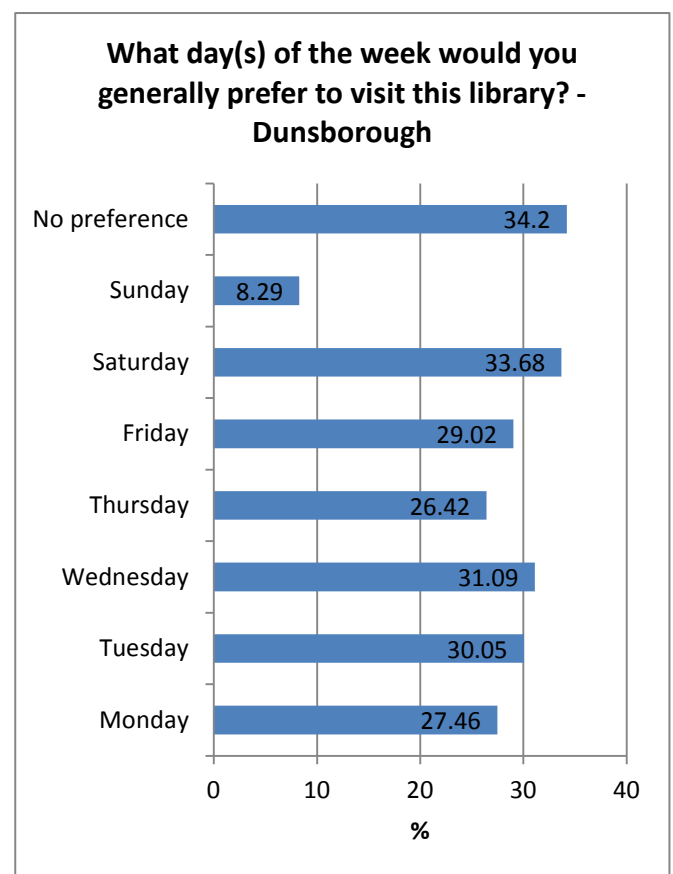
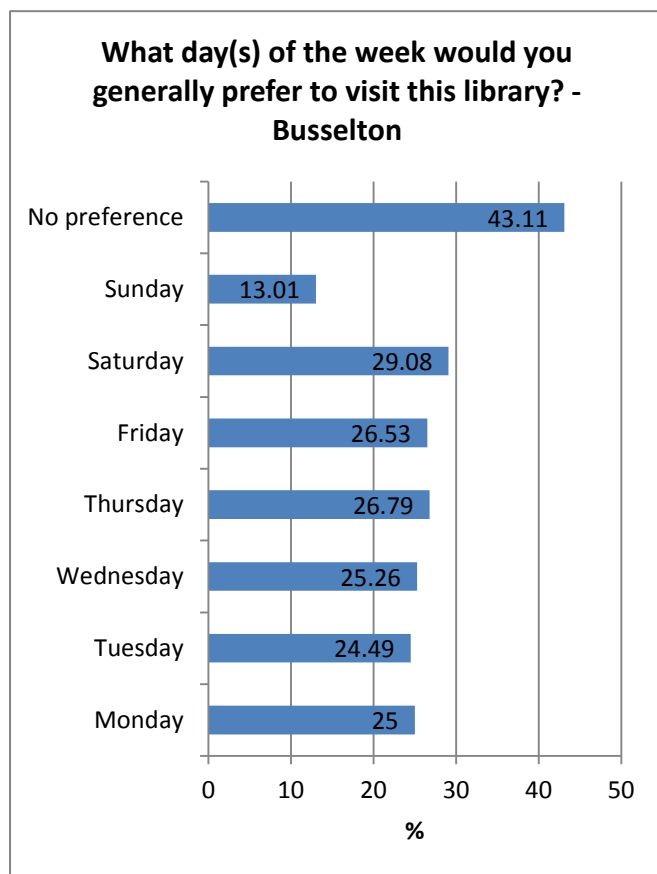
Respondents were asked to specify how they access services and whilst the majority visit the library a surprisingly large number of 31.67% access through on line services, the continued growth in this area is shown in the library statistics above in section 3.1. However, it should be noted this growth in service is in addition to physical visitors to the library and is not replacing them.



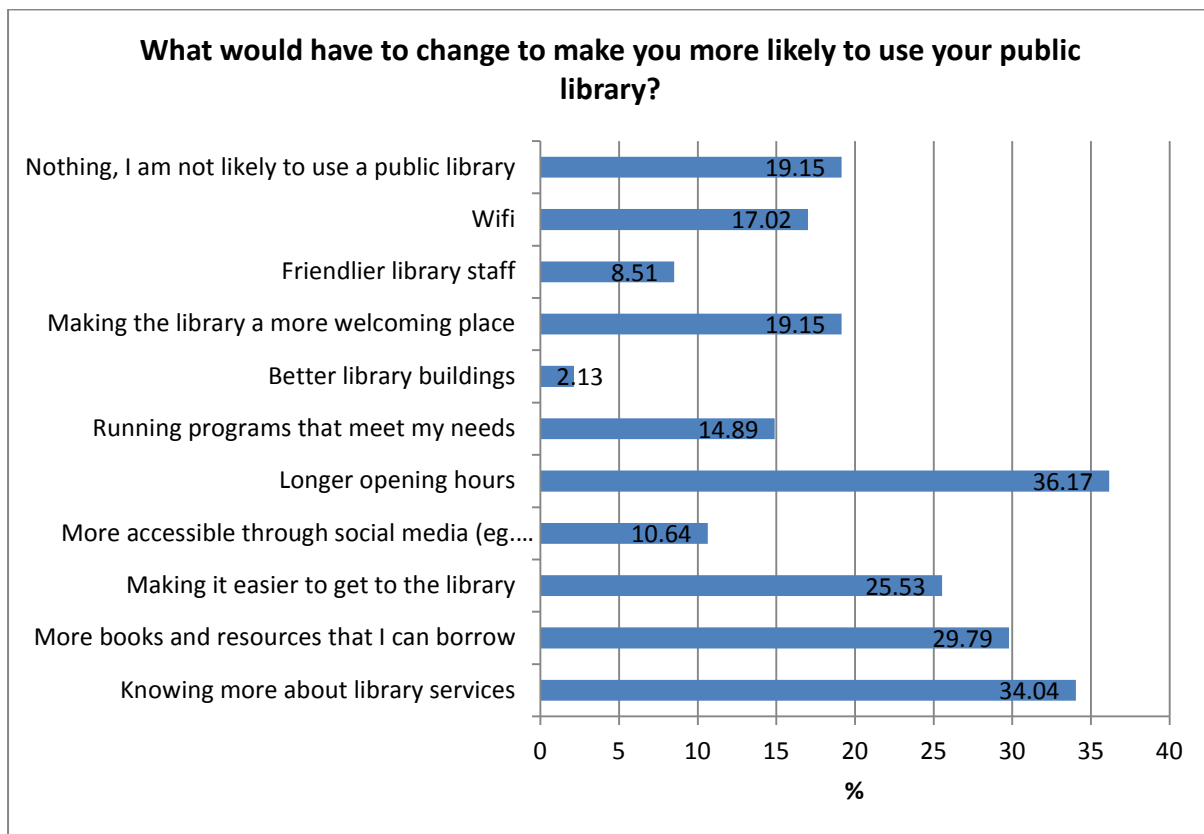
Respondents were asked which library branch they use. Results for both libraries were very similar. However, Dunsborough library usage times correlate with other activities run at the centre with a higher level of usage preference for late afternoons (34.38%) and late mornings (39.58%). Whilst early mornings are popular at both libraries, especially with older visitors when the library is quieter, it ranked higher in Busselton (28.57%) than Dunsborough (25%). Evenings were the lowest preferred time at both libraries.



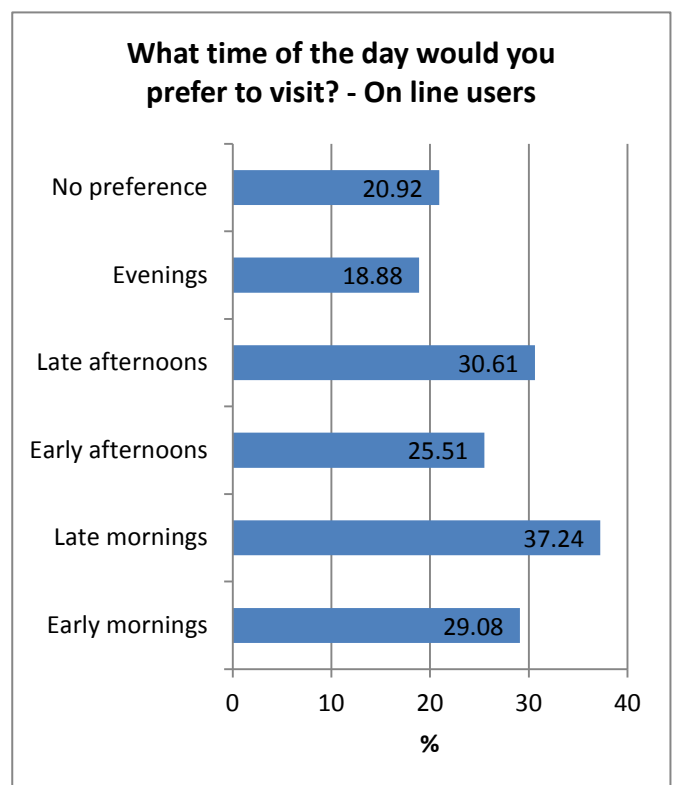
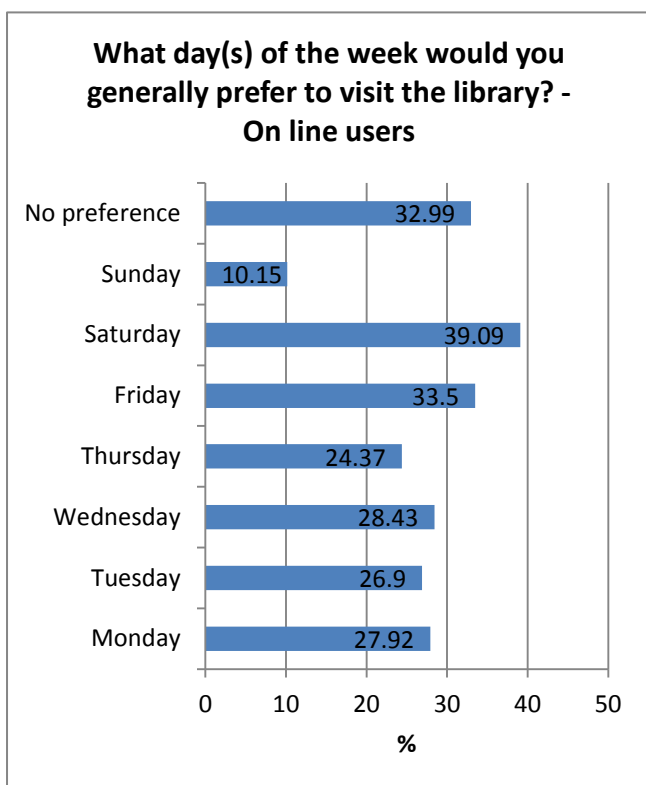
Preferred days to visit both libraries were very similar with little preference for a particular weekday; however Saturday was the highest preferred day to visit overall, 29.08% in Busselton and 33.68% in Dunsborough with 13% of respondents in Busselton stating they would prefer to visit Sundays and 8.29% in Dunsborough. Currently, our libraries are open until 12pm on Saturday and closed on Sundays.



Of the non-library users surveyed, the highest percentage (24.49%) worked fulltime or were retired (20.41%). The main reason non users gave to be more likely to use the library was longer opening hours (36.17%). Supporting comments raised issues with working hours and having family needs that made libraries difficult to get to during the week. 25.53% of non users said they would be more likely to use the library if it was easier to get to with comments also relating to relying on others for transport.



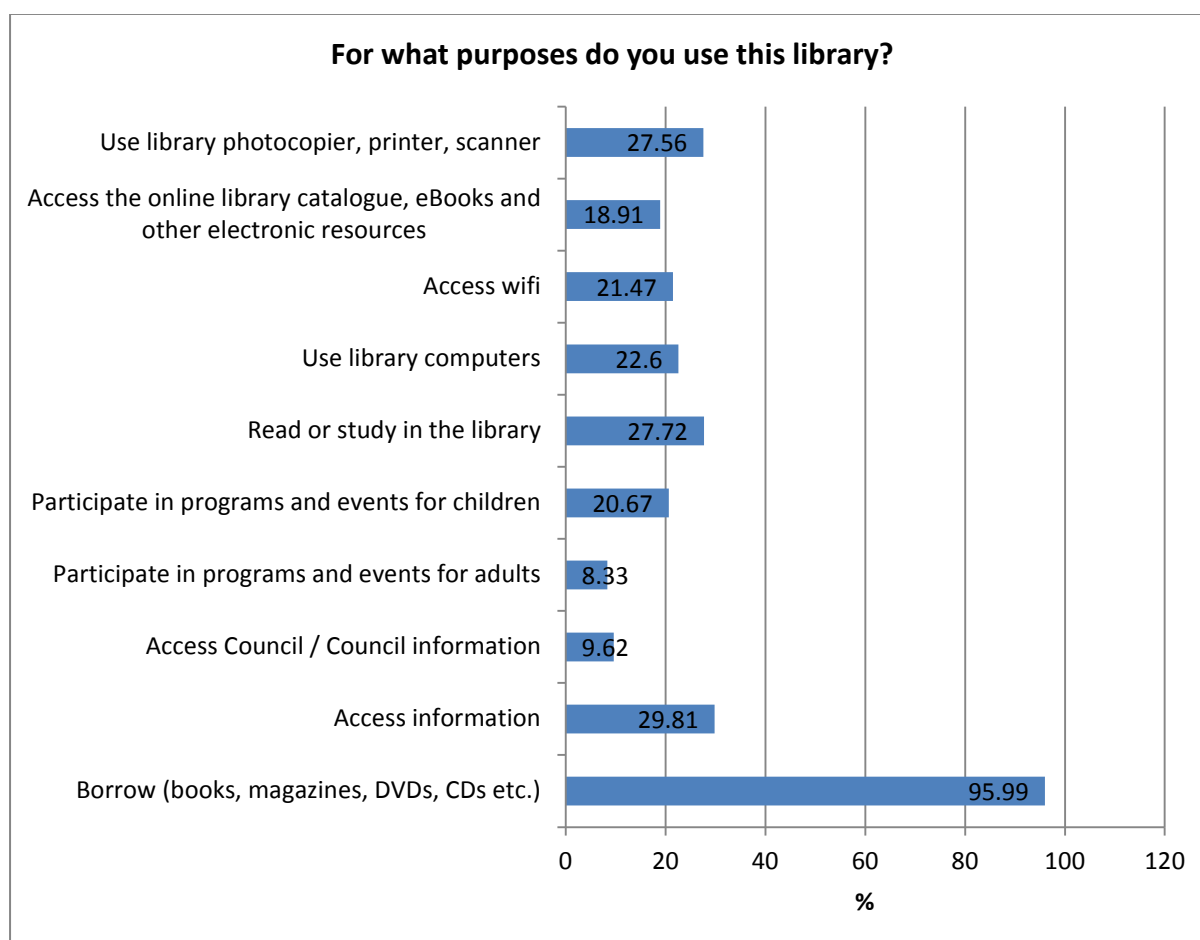
Unsurprisingly, on line service users had the highest no preference rate for days to access services. Saturday and Friday ranked the highest. In terms of time of use, late afternoons and late mornings were the most preferred. This indicates the extent on line services are used for after school and work study and recreation activities.



As work and life patterns change, libraries need to be accessible when people are able to use them. The survey revealed a need to revisit current opening hours and days with a view to opening earlier on weekdays and closing later on Saturdays.

Collections and services

Whilst the survey results showed all service areas have good usage rates the highest percentage of respondents (95.99%) still use the library for borrowing (books, magazines, DVDs, CDs etc.) and to access information (29.81%). **This evidences the continuing strong demand for traditional library services and the importance of developing and maintaining a diverse, high quality collection that meets local community need.**



Use of the library photocopier, printer and scanner is also high at 27%. This supports the growth seen in the use of these services which interestingly is one of the few services that libraries charge a fee to use. **This demonstrates that users are willing to pay small fees for service and there is scope to explore cost recovery fees when developing future services in some areas. It also highlights the importance of continued automation and updates to technology for resourcing efficiency and to keep pace with demand.**

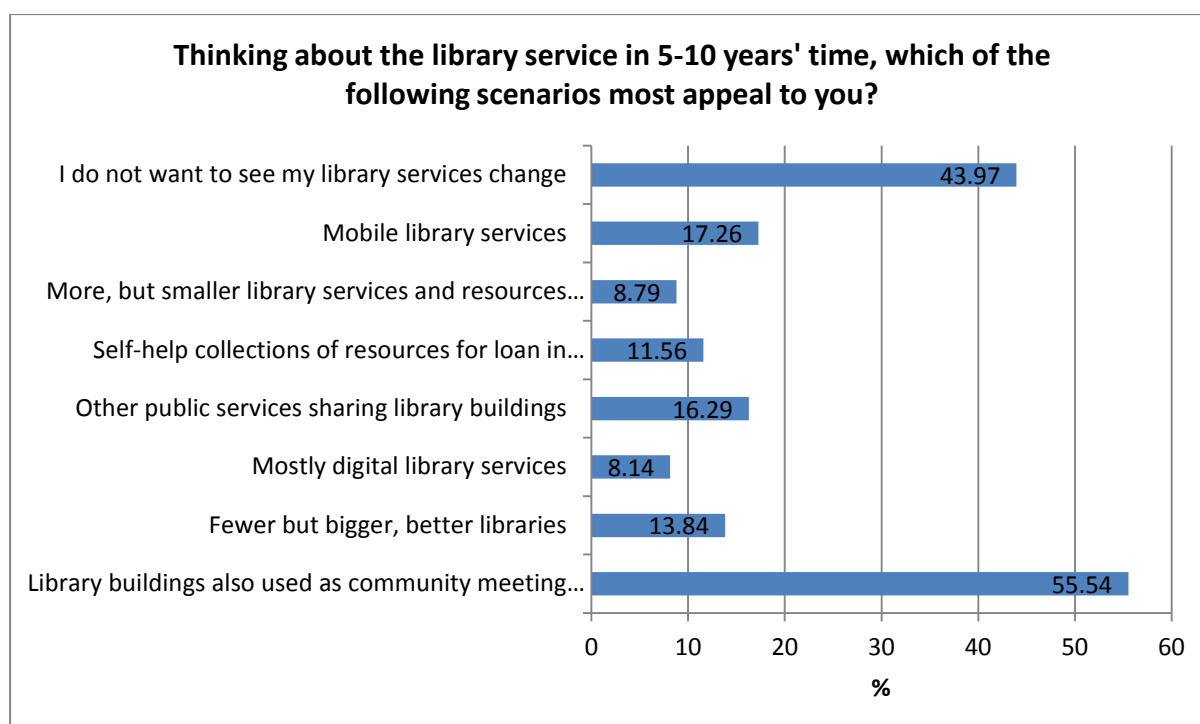
Reading and studying also rated 27%. This data supports the growth libraries have seen in the use of the public PCs, Wi-Fi as people bring in their own devices.

Current satisfaction levels and areas for improvement

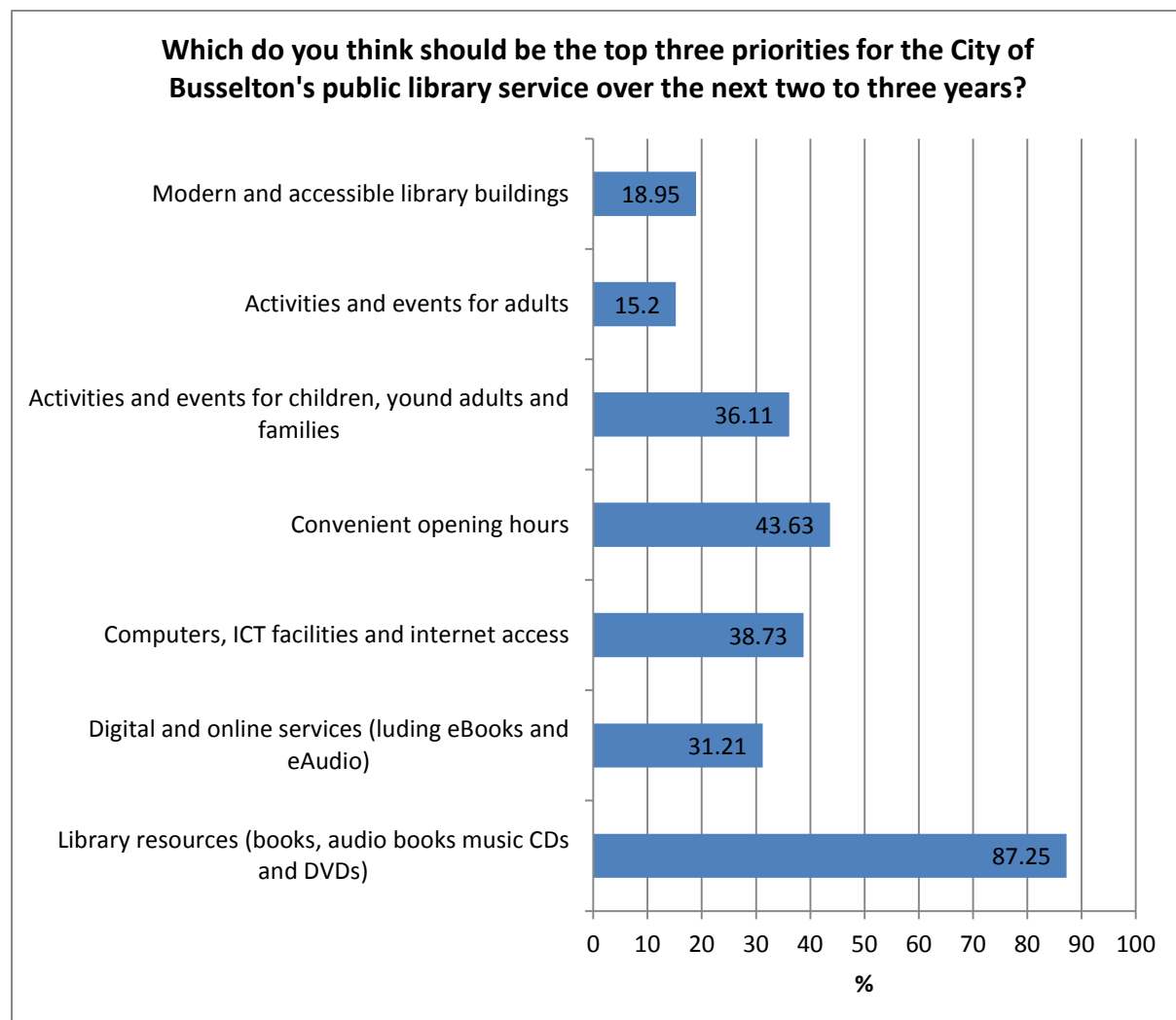


Whilst over 90% of respondents indicated they are either very satisfied (exceeding their needs) or satisfied (no improvements needed) there were many comments in response to question 9 which asked “what (if anything) would make the library and its services even better?” about longer hours, insufficient room, more computers and noise particularly in Dunsborough.

The following section describes in more detail the current facilities and the need to plan for future expansions of them both to, in particular, provide quiet study areas and more space as the relationship with libraries becomes less transactional and more of a place to stay for a while. This trend is evidenced by the response to question 14 in the graph below. **Most people, 55.54%, would like library buildings to also be used as community meeting places, for community groups, exhibitions or other activities. However, in a close second place 43.97% don't want to see library services change at all.**



In terms of priorities for the next two to three years most respondents selected library resources 87%. Once more stressing the importance of a broad range of physical resources, convenient opening hours and almost tied in third place are the technological services in computers, ICT facilities and internet access and activities and events for children, young adults and families



4.0 Library facilities

The City has two libraries Busselton and Dunsborough.

4.1 Busselton Library

Busselton is a district facility that was extended in 2012, from 700m² to 950m². The 250m² extension allowed the library to provide a quieter study/work zone away from the children's area, additional seating and more public access computers. The library is located in the CBD near the Busselton Central Shopping complex, post office and car parks. A Community Resource Centre (CRC) was built at the same time as the library expansion in 2012. The CRC houses local history groups who largely resource the City's Local History Study services and leased areas to community groups such as the Busselton and Dunsborough Volunteer Centre and the Active Foundation. The CRC also has meeting rooms available to hire which are managed by the City.



Although increased public space was created in 2012, the back office work room space has not remaining congested and unpractical as the scale of transactions increase. The extension allowed the separation of the children's area to be somewhat distanced from the quieter library areas but the problem of noise still comes up and is a common comment in the library survey results discussed in an earlier section.



4.2 Dunsborough Library

Dunsborough has a local library in approximately 250m² of the Naturaliste Community Centre (NCC). The NCC also houses offices for the Department of Child Protection and Child Health and there is a community run toy library and meeting room used weekly by a local Justice of the Peace. The NCC runs its own fitness programs including group instructed classes, seniors programs, soccer and basketball and the multipurpose rooms and stadium are hired by users who provide a wide range of programs

such as yoga, seniors table tennis, dance and kindy gym.

Dunsborough library experiences growing congestion for space in particular for events, study and use of the public PCs. Noise transfer is a problem in such a small area. The introduction of Wi-Fi has helped reduce some of this issue by allowing those with their own device to work in the generous NCC foyer and outdoor space, however the increasing need to access services such as government, on-line study and other on-line applications with printing dependencies will require a suitable expansion of the facility to cater for the growth in these services into the future.

4.3 Benchmarking to facility standards

In August 2012 the Western Australian Branch of Parks and Leisure Australia released guidelines for the standard provision of community infrastructure. This model is based on the categories of Regional, District and Neighbourhood. The general catchments for each category are:

- Neighbourhood facility – 1: <5,000 people
- District facility – 1: 5,001 – 49,999 people
- Regional facility – 1: 50,000 – 250,000 people

The Parks and Leisure WA recommended guidelines for library infrastructure recommend:

<u>Facility</u>	<u>Guideline</u>
• Regional library in excess of 1,500m ²	1:30,000 – 150:000
• District library Gross Floor Area approx. 1,000m ²	1:15,000 – 30,000
• Neighbourhood library Gross Floor Area approx. 500m ²	1:6,000 – 15,000

The State Planning Policy 3.6 – Local Government Guidelines more loosely recommend a district/sub district library for every 1:15,000 – 20,000 people.

Whilst there are no specific sizing guidelines for WA the State Library of New South Wales (NSW) has an industry respected “Guide for Public Library Buildings in New South Wales – People Places.” The guide contains both service based benchmarks and population based benchmark calculations which are easier to apply in the currently rapidly changing environment for library services. The population based benchmark uses a Local Area Factor (LAF) which is the projected local resident and non resident workforce served, divided by 1000 multiplied by the Building Area Factor shown in the table below, plus a Central Area Factor (CAF) which is 15% of the product of the projected LGA or regional population divided by 1000 and multiplied i.e.

$$\text{GFA} = (\text{LAF} + \text{CAF}) \times 1.2$$

Projected Population Served	Net Building Area Factor per 1000 population
Less than 10,000*	42 sq m
10,001 – 20,000	42 sq m
20,001 – 35,000	39 sq m
35,001 – 65,000	35 sq m
65,001 – 100,000	31 sq m
More than 100,000	28 sq m
* In communities where the projected population is less than 2,750 persons, use the recommended minimum size for a public library of 139 sq m gross. In communities where the population is declining use the existing population served.	

Therefore a branch/neighbourhood library such as Dunsborough with a projected catchment of 10,000 people by 2025 would be:

$$\begin{aligned} & [(10,000/1000 \times 42) + (\text{no central area factor})] \times 1.2 \\ & = (10 \times 42) \times 1.2 \\ & = 420 \times 1.2 \\ & = 504 \text{ m}^2 \end{aligned}$$

On the basis of the planning guidelines detailed above, and the population forecasts for Dunsborough and surrounds (currently 250 m2) and Busselton (currently 950 m2) both libraries should be doubled in size. Dunsborough will need to expand within the next 10 years as it is already insufficient to service the existing catchment and Busselton within the next 10 to 20 years. The feasibility of expansion on both sites will need to be explored including the ability to expand Dunsborough library further in 25 to 35 years time as the population approaches the 20,000 forecast.

Busselton library was constructed to provide for a second storey at its existing location. Consideration should also be given to connect the library to the CRC. This would create opportunities for better use of space, removal of duplicate facilities such as ablutions and kitchens and greater activation and cross population of services.

Another branch/neighbourhood library should be considered when planning for the significant Ambergate North population growth.

5.0 Strategic alignment

5.1 Vision 2025 and Framework for Strategic Action for Public Libraries Western Australia

Vision 2025 provides Western Australian libraries with a Framework for Strategic Action to Build Connection, *Creativity and Learning* within our communities by:

1. Building capacity and fostering community engagement
2. Promoting learning and literacy
3. Preserving, sharing and celebrating our rich heritage and
4. Inspiring new ideas and creativity.

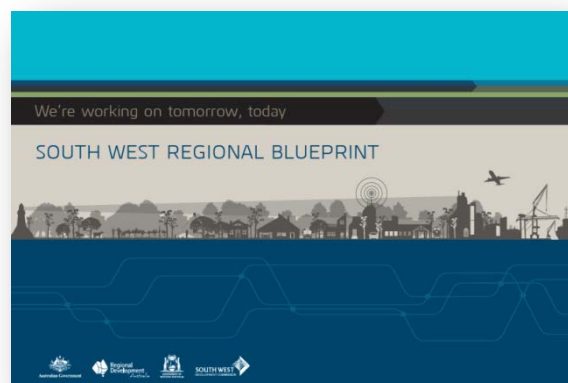


The City's Library Strategy supports the achievement of these goals at a local level by:

- Recognising the important role our libraries play in connection people with other people and services they need to access.
- Breaking down isolation and bringing people from diverse backgrounds in a safe welcoming place
- Provide opportunities for lifelong learning by the development of traditional and new digital literacies, access to knowledge and promoting the love of reading
- Preserving our rich heritage through our Local Histories Studies Services
- Building a creative community by providing opportunities that inspire new ideas and innovation

5.2 South West Regional Blueprint

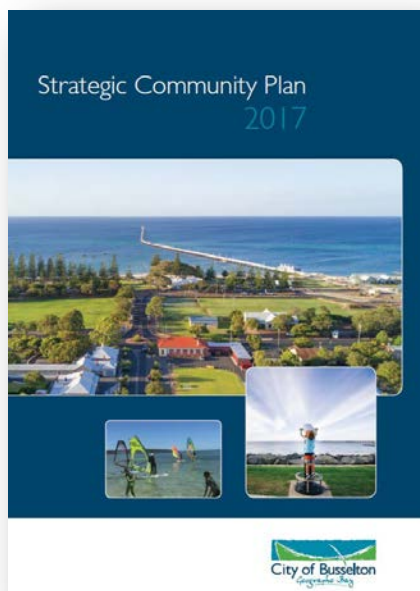
The South West Regional Blueprint outlines 'Regional Imperatives,' required to support the successful growth of the South West Community. There are four themes: Infrastructure, Industry and Business, Community and People and Place. This library strategy particularly supports the imperatives of Community and People and Place by growing services and improving accessibility to opportunities for education and wellbeing by developing libraries further into places that are "vibrant, interesting and stimulating helping to ensure the region remains a region of choice." Libraries help support resilient and diverse communities and "build a sense of belonging, self worth and local decision making ability."



This library strategy also supports Blueprint priorities for:

- Active Aging through a focus on increased outreach services and the importance of the development of existing services such as home delivery.
- Health and Education by ‘building human capacity, healthy minds’ and increasing access to educational services such as on line study and information sources.
- Improved Regional Capacity and Engagement by collaborating with not for profit community organisations such as the Busselton Senior Citizens Centre and Busselton and Dunsborough Historical groups to deliver services.
- Volunteerism by recognising its importance and vitality in the continued delivery and development of library services.

5.3 City of Busselton Strategic Community Plan 2017



The City of Busselton Libraries Strategy supports the City’s vision for a City “where environment, lifestyle and opportunity meet.” In particular libraries contribute to achieving this vision by supporting:

Key Goal Area 1 – COMMUNITY: Welcoming, friendly and healthy.

- Public libraries are a hub of civic engagement, fostering new relationships and strengthening the human capital of the community.
- Our libraries are open to everyone and the services they deliver bring people together from all walks of life helping “to improve social connectedness and inclusion”.
- Through collaboration with community groups and working with the City’s Community

Development Team, libraries “Host and facilitate events and programs that bring the community together.”

- By connecting people to information, knowledge and services our libraries are uniquely positioned to provide the community “with access to life-long health and education opportunities”.
- Partnering with local educational facilities our libraries are ideally placed for “providing transitional learning opportunities”.

Key Goal Area 2 - PLACE AND SPACES: Vibrant, attractive and affordable.

- Public Libraries are free public spaces where everyone is welcome and can participate.
- Attractive library buildings in central parkland settings encourage and facilitate “a City with pedestrian access, green spaces, shady trees, and high quality public amenities”.

- By their locations and incorporation in and around other community and business services both now and into the future, libraries support the development of vibrant, pedestrian friendly central business districts and village centres.
- In the creative design of its physical and virtual spaces our public libraries define what make a great public space.

Key Goal Area 4 – ECONOMY: Diverse, robust and prosperous.

- Public libraries inspire learning and empower people of all ages. By making education, training and employment processes accessible to everyone, our libraries not only promote a better trained and educated workforce but have the capacity to drive opportunity and success in today's knowledge-based society.
- By fostering an inclusive, connected community with increased participation in lifelong learning, research and innovation, our public libraries provide an anchor for economic development.
- Through the provision of free universal public access to the internet and as an essential portal for eGovernment services, our libraries are uniquely positioned to help "improve digital and internet connectivity across the District".

Key Goal Area 6 – LEADERSHIP: Visionary, collaborative and accountable.

- Thriving library places, spaces and programs "Provide opportunities for the community to participate in decision making processes".
- As a member of the South West Libraries Consortia (SWLC), Public Libraries Western Australia (PLWA) and Libraries Australia, our libraries "Actively participate in regional, state and national alliances to return benefit to the community".
- By collaborating with other libraries and developing partnerships with other stakeholders in government, community services and the private sector, our libraries foster and enable communities and public libraries that thrive and succeed together.
- Our libraries "engage broadly and proactively with the community" through outreach services and programs such as Better Beginnings and Home Library Services.

5.4 Social Plan 2015-2025



Libraries play a key role in delivering many outcomes identified in the City's Social Plan with actions in Youth, Seniors, Cultural Services and Business Industry and Employment sectors including:

- Improved home care services for seniors by planning to return to a fortnightly home delivery library service,
- Increased local training and employment options and providing internet services to find and apply for opportunities.

- Learning opportunities for children and youth offered at the libraries.
- Helping children have the best start in life by the provision of the Better Beginnings program and school holiday programs.
- Collation and development of Aboriginal history and other cultures as part of the Libraries Local History Studies.
- Support business on the move by the provision of Wi-Fi.

6.0 The value of libraries

From the above it is clear that libraries play a vital role in building the capacity of a community by being open and accessible to all regardless of background or stage of life. They inspire and enrich lives, connect people, build literacy, learning and knowledge, preserve and share community history and support the local economy.

Libraries are valuable because they:

- Enrich lives – Libraries open doors and expand horizons by providing access to information, education and stories, dreams and visions of our past and for the future. The library open these doors to everyone from babies to elders, integrating literacy, learning and knowledge into daily life.
- Are inviting places - Our libraries bring people together to connect, share, inspire, educate and inform but they also provide tranquillity and a place for quiet reflection, study or escapism in today's busy world. Library services are not exclusive to members or contained in one place. Our services reach outside the physical buildings via Eservice, Wi-Fi, home delivery and Better Beginnings. Our services can come to you wherever you may be.
- Are easy to use –Our systems are fast, and easy to use and service is automated wherever possible for efficiency. Our staff are knowledgeable and helpful and have time for you.
- Share the love of reading – Our collections are fresh and interesting. Through innovation and collaboration we have what people need or provide the inspiration to try something new or different.

Our mission is “To create a literate and informed community by providing a responsive and inclusive library service to our growing population which will inspire and enrich lives regardless of social or economic backgrounds.”

7.0 The Future

So what will libraries look like in the future?

The following statement represents the future vision for the City of Busselton's library services:

Our libraries are community connectors transforming lives through inspiring and enabling learning, innovation, literacy, creativity and change.

Our goals to achieve this vision are:

Goal 1 – Establish the library as a connection point for our communities.

Goal 2 - Inspire passion for reading, personal growth and learning

Goal 3 – Provide spaces for learning, work, play, knowledge exchange and relaxation

Goal 4 – Develop collections and services and the skills to deliver them



7.1 Strategies

The following details the strategies which will achieve our vision and goals

Goal 1 – Establish the library as a connection point for our communities.

Strategies	Potential Long Term Financial Plan Considerations	Timeframe to Implement
Collaboration and partnerships to reach a broader audience and demographic	None use existing resources	Short term
Leverage current assets to integrate and increase services available at NCC	Costs to establish a central service area and expand library space out into existing areas	Within next 5 years
Outreach services, for people with mobility constraints and new communities	Vehicle and staff resources for services to Vasse and Provenance	5 years +
Support older persons to access digital content at the library and from home	Existing resources and grant funding	Short term
	Growth of casual resource budget in line with customer growth	2 years +
Connect our most vulnerable community members with information and services	Growth of casual resource budget in line with customer growth	2 years +
Develop programs, services and spaces shaped by young people for young people	None use existing resources	Short term
Welcome immigrants and refugees	None use existing resources	Short term
Develop services and increase opening hours particularly at weekends so that libraries are open when people are able to visit.	0.4 FTE	Short term
Implement a One Card membership system with the South West Library Consortia	Shared Consortia System Administrator. Full or Partial offset opportunity exists by increasing Consortia members which will reduce License Fees	Short term



Goal 2 - Inspire passion for reading, personal growth and learning

Strategies	Potential Long Term Financial Plan Considerations	Timeframe to Implement
Match community interest and inspire the joy of reading and continual learning	None use existing resources	Short term
Libraries to expo new reads, hobbies, innovations and learning opportunities	None use existing resources	Short term
Establish new ways to engage new residents, parents, young people, professionals and enterprises to try library services	None use existing resources	Short term
Provide more ways for people to join the conversations about books and culture through clubs, blogs, online reviews and other social media platforms	None use existing resources	Short term
Expansion of Eservices, Wi-Fi and development of the website and social media engagement tools to provide more entry points into the libraries services	None use existing resources	Short term
Develop the Local History Studies Service to capture our culture and stories of significance from the past and as we move forward	0.2 FTE	Short term



Goal 3 – Provide spaces for learning, work, play, social interaction and relaxation

Strategies	Potential Long Term Financial Plan Considerations	Timeframe to Implement
Consider expansion of or a purpose built new library and service development for Dunsborough to cater for growth, separate the needs of children, from those of study, work, research and relaxation.	Design and construction costs. Additional resourcing to be forecast in Workforce Plan	5 years +
Review design of Busselton Library to assess the opportunity to create expansion space for staff, a dedicated work/study lounge and children's areas.	Design and construction costs. Additional resourcing to be forecast in Workforce Plan	5 years +
Make greater use of surrounding outdoor space around both libraries	Current capital budget	Short term
Investigate options for future library services in Vasse, Yalyalup and Ambergate North	To be identified through planning	10 years +
Develop further and implement Asset Management Plans to ensure library buildings and their furnishings and equipment are well maintained, safe and inviting	To be identified through planning	Short term



Goal 4 – Responsive services and the resources to deliver them

Strategies	Potential Long Term Financial Plan Considerations	Timeframe to Implement
Replace outdated and inefficient processes with new LMS	None use existing resources	Short term
Develop and implement a workforce plan to fill skill and resource gaps	None use existing resources to develop plan	Short term
Attract young people to the profession	None use existing resources	Short term
Develop volunteer attraction/retention plan supporting active aging	None use existing resources	Short term
Explore outsourcing to overcome skill gaps for specific service delivery	To be identified through workforce planning	5 years +
Investigate chargeable services and commercial opportunities	Revenue opportunities to be identified	Short term
Continue to automate manual processes as new technologies allow	None use existing resources	Short term
Review IT infrastructure and develop an IT strategy which considers the need to be responsive to technological change, mobile work/ study, a shift to tablets, hand helds, self-serve, the new LMS capabilities and Wi-Fi	To be identified through strategy development	Short term

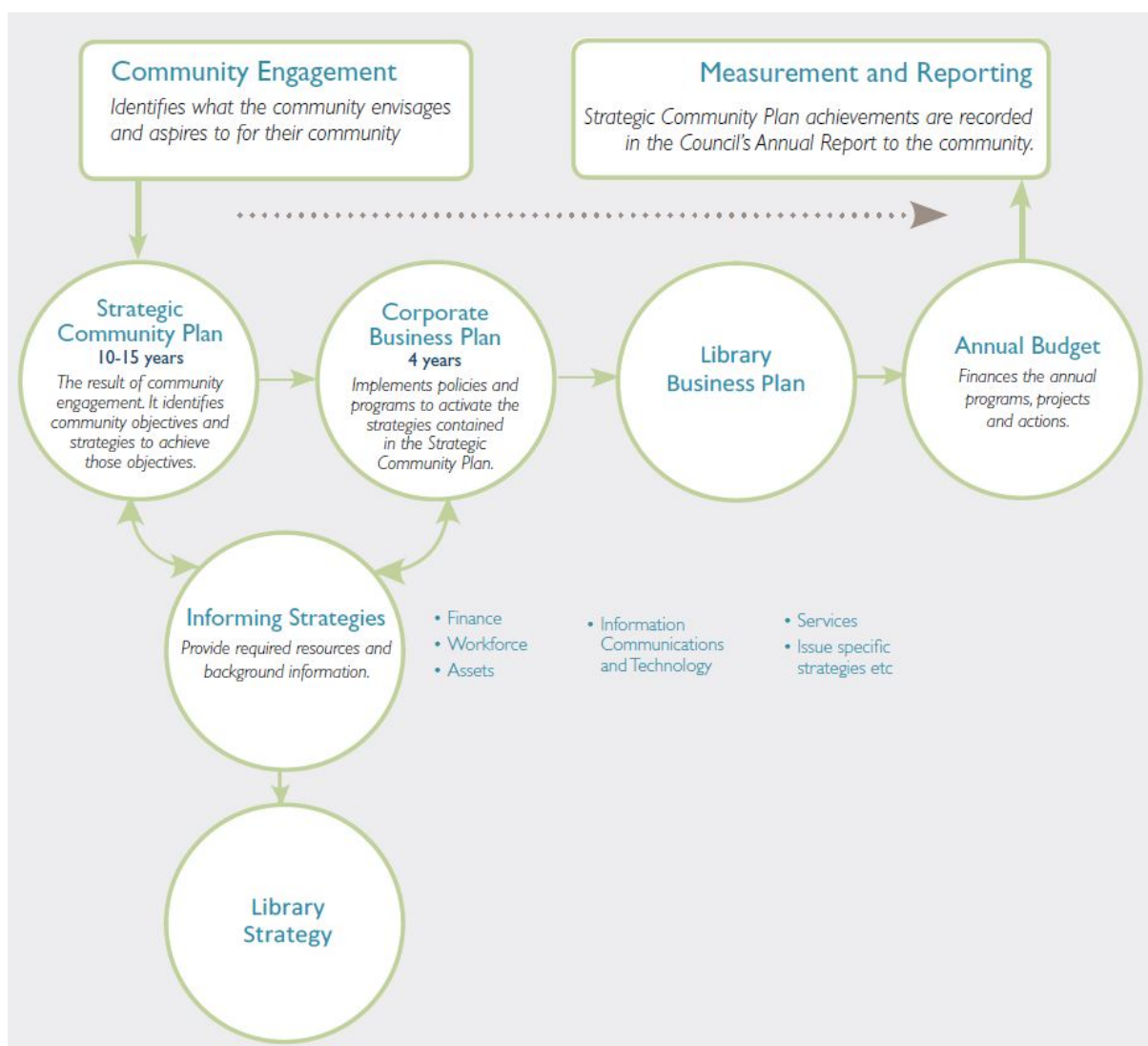


8.0 Implementation

The diagram pictured right depicts the Library Strategy in the context of our integrated planning and reporting framework. The library strategy will inform other strategies such as the Long Term Financial Plan, Workforce Plan, Asset Management Plans and IT Strategy. These Strategies inform and are informed by the Strategic Community Plan.

The Strategic Community Plan identifies priorities for the organisation as a whole which are in turn translated into services and projects in the Corporate Business Plan. The Libraries Business Plan provides in more detail the actions, services and resources that determine along with other organisational priorities the annual budget.

Strategic Community Plan achievements are recorded and reported back to the community in the Council's annual report



9.0 Measurement

The implementation of this strategy will be measured by achievement of actions identified in the City's Corporate Business Plan and the following key performance indicators:

1. Growth in number of library visits – physical + virtual
2. Growth in number of library issues – print + eResource
3. Level of customer satisfaction rated in community feedback processes



Document Background

Owner Unit – Community Services
Originator – Manager Community Services
Approved by –
Date Approved –
Review Frequency –
Related Documents –
Background / History –

<i>Date</i>	<i>Information</i>
	Approved, Council Resolution -