



A photograph of several young students in a library or classroom setting. They are wearing light blue shirts and are focused on using tablets. The background is slightly blurred, showing other students and more tablets. The overall atmosphere is one of active learning and digital literacy.

**“WITHOUT
LIBRARIES
WHAT HAVE
WE? WE HAVE
NO PAST AND
NO FUTURE”**

- Glyn Moody



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EXECUTIVE SUMMARY

IMPORTANCE OF LIBRARIES

In 2011, Lake Macquarie released a Five-Year Delivery Plan that outlined recommendations for the future provision of contemporary library service for Lake Macquarie. This plan included facility and branch locations and scale, library collection access and circulation, activation and activity improvements and structure. A review of the plan and its successes and limitations are referenced within this document.

Completed recommendations include the relocation of Cardiff Library, re-branding the service to Lake Mac Libraries, community engagement on the most appropriate location for Community History services and resources and renovation at Speers Point make this service more accessible to customers, and implementing a customer-focused approach to developing active participation in programs and online access.

In 2016, staff completed an intensive value and brand workshop program where the re-branded Lake Mac Libraries ethos, position, profile and values were developed. This program

also involved professional development opportunities for branch supervisors in branding, customer relationships and entrepreneurship.

The completion of the newly initiated Arts, Heritage and Cultural Plan 2017-2027, provides the impetus for a new Five-year Lake Mac Libraries Strategic Plan (the Plan) that builds on, as well as improves work completed since 2011. It also expands the reach of the library services and embeds Lake Mac Libraries as a key driver for accessible technology, multi-platform delivery of contemporary library services, community history and online research.

More so than ever before, Lake Mac Libraries are in a pivotal role to be leaders in new technology and innovative public engagement and learning opportunities for the City. Lake Mac Libraries continues to respond to the changing needs of the community, undergoing the next stage of its metamorphosis from a service based largely on physical loan items

“ONLY THAT WHICH CAN CHANGE CAN CONTINUE”

- James Carse

in fixed places, to developing scope via digital library services and active participation programs. As demand for physical items decline, it is clear to remain relevant, focus should be on community participation in lifelong learning programs, online engagement, multi-use and maker practices and e-services. Enhancing these services is part of our strategic vision and strongly aligns with community expectations and desires.

Lake Mac Libraries, like with many other NSW library services faces a challenging future. With membership and physical loans decreasing, and visitation to branches also declining, opportunities to further develop relevance through active participation programs, online engagement, multi-use and maker practices and additional e-services are part of not only the strategic vision but also strongly align with the communities expectations and desires.

This strategy details short, medium and long term actions that aim to mitigate decreasing use in traditional library services and to

outline steps to introduce new and innovative activities, such as within multipurpose branches that have hybrid maker spaces, innovative technology hubs, art exhibition spaces, history collection and interpretation and commercial activities.

This integrated web of change also includes physical branch changes. By redefining services and building agility into their delivery, we will undertake feasibility and evidence-based decision making regarding redevelopments, repurpose and refurbish spaces to meet customer expectation and growing population needs.

A fresh approach to workforce planning, focused on training and support for our team to realign skills required to pilot and review new programs in new spaces and deliver our core service provision, will ensure Lake Mac Libraries will be a preferred partner for our communities and achieve and exceed industry benchmarks.

STRATEGY STRUCTURE AND ACKNOWLEDGEMENTS

The development of the Plan is informed by Council's Vision for the City, Community Strategy and Delivery Plan, and the Arts Heritage and Cultural Plan 2017-2027.

The Plan provides the strategic framework for the next five years of library service delivery, ensuring decisions and future directions for the service are informed and endorsed.

The Plan identifies:

- the purpose and value of libraries in the community;
- community feedback regarding library service delivery;
- emerging trends, challenges and innovations; and
- service and infrastructure priorities and frameworks to achieve Lake Mac Libraries vision.

This strategy is structured to align with:

- Council's Arts Heritage and Cultural Plan 2017-2027;
- Lake Mac Libraries brand and Ultimate Library Employee profile;
- Lake Mac Libraries Values;
- Smart City, Smart Council;
- Lake Mac 2050;
- Lake Macquarie Youth Strategy 2014-2019;
- Ageing Population Strategy 2018-2022;
- Environmental Sustainability Action Plan 2014-2023;
- Disability Inclusion Plan 2017-2021; and
- State Library NSW Strategic Plan 2015-2019.
- Sustainable Development Goals, United Nations 2015









ROLE AND PURPOSE OF PUBLIC LIBRARIES

The Australian Library and Information Association (ALIA) outlined the public library's role and purpose in their National Vision and Framework 2010-2015 as:

- offer universal free access to information, knowledge and ideas;
- support formal and informal learning, especially literacy, through all stages of life;
- provide a place for people to meet, share and be inspired;
- ensure programs, events and collections are recreational and fun;
- house, protect and promote community heritage; and
- provide access to technology to address the digital divide.

ALIA has also outlined how public libraries support and contribute the UN Sustainable Development Goals 2018. Literacy, in all its forms, (reading, numeracy, digital, financial, citizenship) will play a direct or indirect role in achieving the Sustainable Development Goals and is reflected within the public libraries role and purpose identified above.

Lake Mac Libraries operate in accordance with the New South Wales Library Act 1939 to support provision for the establishment, maintenance and management of libraries, library services and information services.

WHO ARE WE?

CITY VISION

Lake Macquarie is a city with a lake at its heart encircled by distinctive towns and villages. We balance our cherished environments with our need for great spaces to live and visit, smart transport options and a thriving economy; which adapt and strive to be fair for all.

LAKE MAC LIBRARIES VISION

Vibrant contemporary places where the people of Lake Macquarie meet, acquire knowledge, share inspiring experiences and grasp new opportunities.

LAKE MAC LIBRARIES VALUES

Inclusion

We believe all people have valuable insights and ideas that should be listened to, understood and shared. We create opportunities for everyone to be included and heard.

Bravery

We are confident in taking considered risks, trying new approaches and adapting to a changing world. We celebrate courage in our colleagues and members.

Commitment

We will be there, every time. We are consistent, patient and reliable.

Continuous learning

We persistently seek new information, new ideas and better ways to address the needs of our community. We are open minded and never afraid to ask questions.

Collaboration

We embrace and value the relationships we have with each other, our members, our partners and the community. We seek opportunities to further deepen and ignite our connections.



LAKE MAC LIBRARIES – THE ULTIMATE LIBRARY EMPLOYEE

As aligned with Council's wider organisational values that champion open thinking, adaptable to change, empowering people, taking advantage of new technologies and finding innovative ways of doing business, the following provide a clear framework for how Lake Mac Library Employees engage with the community.

We listen to understand

We ask questions and listen actively, always seeking to find out, "what does this person really need?" We communicate openly, warmly and without judgement.

We practice optimism

We feel confident in our abilities, optimistic about each day and find joy in little things. We smile, laugh, explore and embrace occasional failure as an opportunity to learn.

We seek solutions

When presented with a challenge, we ask ourselves, "what can I do to solve this?" We use what we know and what we can find out, to solve everyday problems for ourselves, our colleagues and our members

We keep our minds open

We are open to new ideas, new practices, new partnerships and people from all walks of life.

We see the world changing and are ready to help our members and community grasp the opportunities ahead of them.

We take ownership

We bring energy and passion to our work because we're proud of it. We are proactive and take responsibility for achieving the outcomes we seek.

SWOT ANALYSIS

A SWOT analysis was undertaken with staff in 2018 as part of a value and brand development workshop for Lake Mac Libraries. The following key areas were highlighted:

Strengths

- Presence and facilities in local economic centres
- Council resourcing of library services
- Unique - not replicated by other providers and unique branches
- Librarians see their role as champions of social justice, and are driven by a strong social conscience
- Early adopters of technology like 3D printer and Robots
- Loyal existing customer base
- Improved service provision through the mobile library
- Current email database
- Skilled workforce in traditional library services
- Broad community partnerships
- Community spaces - to connect, learn, create, relax and grow
- Functional and emotional benefits of membership
- Trusted source of information
- Libraries anticipate and respond to changing user expectations and needs for our already engaged customers.
- Supporting literacy, learning and reading frameworks through delivery of early literacy, digital literacy and reading programs like Read and Rhyme, BaRK, book clubs and Tech Savvy Seniors.

Weaknesses

- Declining membership with limited strategies to engage
- Aged and unattractive branches with limited physical presence
- Facilities in wrong location or places for identified growth in the City
- Geospatial issues - a need to duplicate services around the Lake.
- Limited brand recognition
- No idea what non-users think about our service (140,000 residents are not members)
- Lack of financial support opportunities from commercial sector
- Missed opportunities to partner with learning institutions like University of Newcastle and Hunter TAFE
- Missed opportunities in alternative learning sector
- Poor community involvement (no reference groups)
- Lack of multi-function spaces (mono-experiences)
- Focus on traditional programming
- Open hours not aligned with customer needs
- Not championing Awabakal language (written and oral)
- Not fully embracing eGov opportunities
- Not agile in adapting to new service delivery or technology options
- Poor communications infrastructure (staff focus not customer)
- No strategic facility development planning
- Changing values
- Workforce gap non-traditional skills

Opportunities

- Rebrand and restructure as a valued and essential community service
- Invest as community leaders in new technology
- Become exemplary in contemporary library service delivery
- Refurbish, redevelop or repurpose branches as active, vibrant exciting spaces
- Restructure team to be flexible and adaptive
- Partnerships with business, education and arts
- Multifunction spaces offering experiences and learnings
- eGov- including Council Services
- Showcase and support learning opportunities related to digital innovation such as Maker Spaces
- Technical training and other professional qualifications
- Attitude
- Business co-working spaces and hubs
- Library customers who aren't members
- Support for job seekers
- Partner with local artists providing them with a space and audience for their work
- Support for digital literacy, digital understanding, the digital economy and digital citizenship
- Volunteers such as Go Digi mentors
- Partnerships with Aboriginal organisations
- Support for regional and remote university students
- Community health and wellbeing education and activities

Threats

- Closure of branches
- Not addressing relevance
- Further reduction membership and usage
- Replacement by personal information activity
- Inability to diversify and align customer experience
- Not aligning ourselves with opportunities as they arise
- Failure to adapt to changes in the digital age.
- Stakeholders do not understand the value and impact of libraries
- Reduced funding
- Resistance to change
- Failure to understand and respond to customer needs and societal change
- Poor public transport system
- Poor connectivity

Many of the overarching themes and key challenges identified by the SWOT analysis have been captured in the Arts, Heritage and Cultural Plan. The work streams and organisational focus required to action and deliver these goals, strategies and actions are reflected in the new workforce structure for Cultural Services.

GOVERNANCE & MANAGEMENT STRUCTURE

Five focus areas have been established to deliver the key components in a converged, collaborative, cluster-based structure, capturing interdependencies and increasing the opportunity for innovation and robust evidence-based decision making for Cultural Services.

The structure in its simplest form is a customer-centric model, which aims to address the weaknesses listed in the previous section by utilising the skills and expertise from across the Cultural Services team. Aimed for complete migration mid-2019, the structure will be made up of teams that work across the visual arts, performance, heritage, literacy, events, tourism and marketing sectors.

Cultural Services Management will manage the relationship with the wider Council and organisation, external networks and strategic direction.

Major Creative Projects and Innovation, the instigator and start-up team, works with other

Council business units in large scale, City wide projects.

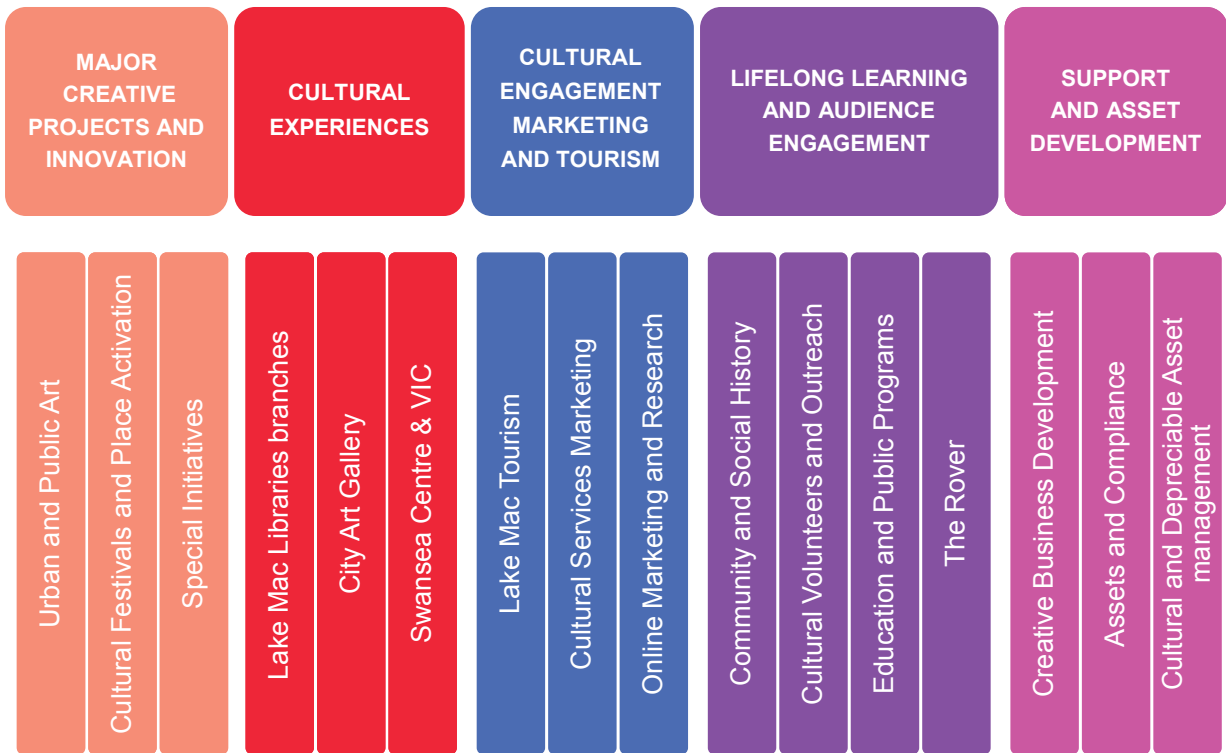
Cultural Experiences enable all the facilities to deliver, at the highest level, literacy, visual arts, visitor information and community hire services.

Cultural Engagement, Marketing and Tourism is all things branding, marketing, research and promotion. Achieving a consolidated online, brand, voice, language and profile for the department.

Lifelong Learning and Audience Engagement exists to raise the profile and position of how we engage with our audiences, members and visitors, and how we provide meaningful engagement opportunities that add value to what we do.

Cultural Support and Asset Development team comprises, assets and compliance, business development, processes and assistance with development and major capital works that raise the standard of our facilities.

CULTURAL SERVICES MANAGER



Lake Mac Libraries will mainly work within the Cultural Experiences team as a cluster of our current service delivery facilities. Library branches, Lake Macquarie City Art Gallery, the Swansea Centre and Visitor Information Centre (VIC). Whether you're managing an Art Gallery, Library, Community centre, VIC, theatre or museum, the bulk of resources and energy goes toward ensuring that the building and amenity is at the highest level and that the audience experiences and customer service is engaging, vibrant and focused. There are natural synergies here.

The Cultural Experiences team holds expertise in public art gallery operations, curatorial and cultural collection management, librarianship and readers advisory and visitor economy operations. The opportunities within this team include introducing online rostering, staff secondments and crossovers between different facilities and broadening expertise areas.

The other key area is Lifelong Learning and Audience Engagement. This team places high importance on lifelong learning, the value of education and engaged programming to one that is strategic and integral to the implementation of the Arts, Heritage and Cultural Plan.

As part of the strategic decision making team, this team will deliver a varied and dynamic, high quality education program and audience engagement across all our facilities and within new outreach activities.

The team will consist of professional educators and outreach engagement officers within the visual and performing arts, literacy, social history and heritage, music and cultural development sectors. Outreach including The Rover and SEEN@Swansea exhibition space, as well as how we engage with our senior and culturally and linguistically diverse community, children and families, would be included within this team.

KEY CHALLENGES

DECREASING ATTENDANCE AND LOANS

There are many international and Australian studies that identify a parallel between declining patronage and loans with a reduction in marketing and profile. Many people just don't know what our libraries offer and still perceive libraries as only offering books. Other factors that reflect our situation also include unaligned opening hours and customer needs (minimal change to opening hours over the past 20 years), physical appearance and proximity to new retail and commercial centres, parking and public transport. Finally, the competition for community time and shifting priorities away from libraries to online reading and other forms of entertainment

VALUE AND RELEVANCE

We must adapt services, collections and practices continuously to meet changing customer expectations. We need to engage with new and underserved sections of the community, collaborating with partners and expanding outreach. Libraries must have the right tools, infrastructure, funding and skills to seize opportunities and ensure they have a measurable impact on people's lives.

AGED AND UNATTRACTIVE FACILITIES

As described in the Arts, Heritage and Cultural Plan, eight of ten Lake Mac Libraries branches within the City are in need of refurbishment and amenity improvements to enable contemporary programming. The Lake Macquarie community has limited availability and access to appropriate venues and facilities for cultural and arts activities or events, particularly spaces for gathering and sharing and participating in the performing and visual arts. Lake Macquarie has only one public art gallery and no museums. The area has a number of multipurpose community centres that are not suitable for broad based arts and cultural activities, as they lack workshop, studio and exhibition and performance space.

There is a strong correlation that declining membership, visitation and library stock loans are linked with the customer satisfaction of our library facilities in meeting contemporary needs.

INCREASING OPERATING EXPENDITURE

There are many factors that drive increases in operating expenditure above the Consumer Price Index (CPI). For Lake Mac Libraries, factors include increased maintenance and asset replacement expenditure due to an aging building asset base, increasing payroll expense and weekend casual loadings and the rising cost of books.

Moreover, Lake Mac Libraries does not proactively include any revenue streams that close the gap between rising expenditure and funding required by Council.

KEY OPPORTUNITIES

To achieve a contemporary library service that delivers the purpose of this strategic plan and meets the needs of our community, a shift in focus is required.

A summary of key opportunities is below:

ACCESS AND PARTICIPATION

Customers are using our libraries differently. Strategic approaches to audience development and engagement will help ensure maximum use of our collections and resources through continual review. Partnerships and collaboration will provide further lifelong learning opportunities for our community. Learning and creating opportunities, along with social connection, are the key drivers behind the continued increase in programming and activities within Lake Mac Libraries. Refreshing current programming practices and reviewing operations to ensure end to end processes meet community expectations, business needs and progressive development of the Arts, Heritage and Cultural Plan across all our service centres is critical to continued growth.

IDENTITY AND VALUE PROPOSITION

Focusing on Lake Mac Libraries purpose and identity will strengthen our role in the community. A renewed commitment to our local heritage will help build our sense of place through new cultural and heritage experiences, building on History Online and the annual History Illuminated program. (see appendices for Lake Mac Libraries Vision and Values).

TECHNOLOGY AND SMART CITY INITIATIVES

Strategic approaches to emerging technologies will help to achieve our purpose and deliver a range of customer service initiatives, build digital literacy and economic prosperity in the community and meet customer information needs and expectations.

CONTEMPORARY FACILITIES AND MULTIPURPOSE SPACES

Strategic approaches to capital infrastructure and refurbishment works, based on feasibility reviews, budget planning and grant opportunities, will ensure our buildings and spaces support a range of contemporary experiences and are fit for purpose into the future.

BUDGET PLANNING AND FUNDING

Strategic approaches to new funding opportunities and continual review of existing operational funding to ensure alignment to key customer outcomes as endorsed and supported by Council.

A SENSE OF PLACE AND BELONGING

STRATEGIC GOAL 1

CELEBRATE ABORIGINAL AND TORRES STRAIT ISLANDER CULTURE

Lake Macquarie is traditional Awabakal land, where the culture of all people is recognised, acknowledged and respected.

#	Strategic goal & focus area alignment	Strategy	Deliverable actions
1	AHC 1.1 KFA and Strategy 5.3.1	Celebrate and promote Aboriginal and Torres Strait Islander cultural heritage	Define mentorships and professional development opportunities for local Aboriginal artists and performers and seek funding and projects
2	AHC 1.5 KFA and Strategy 5.3.1		Support community groups and organisations to provide programs or activities that promote cultural identity
3	AHC 1.6 KFA and Strategy 5.3.1	Develop Aboriginal cultural heritage educational and awareness programs	Develop and deliver 30 cultural heritage educational and awareness programs through the City

AHC Arts, Heritage and Cultural Plan
KFA Key Focus Areas

Detail	Timeframe	Resources	Teams
Lifelong Learning team to ensure local Aboriginal artists are part of Launchpad exhibition opportunities KPI – minimum of four Launchpad exhibitions per year to feature local Aboriginal artists	Ongoing	Operational	Lifelong Learning team Belmont Charlestown Swansea Toronto
Library staff participate in NAIDIOC Week committees and celebration activities	Ongoing	Operational	Lifelong Learning Toronto Windale
Program of Aboriginal performers, workshops and seminars developed as part of What's On. For example, IDX Flint, State Library NSW heritage workshops, Virtual Awaba experience, Launchpad, Writepad KPI a minimum of 10 programs per year.	Ongoing	Operational	Lifelong Learning Technology Team Community History Toronto Swansea The Rover

STRATEGIC GOAL 2

DEVELOP OUR CITY'S VISUAL IDENTITY

Promote and facilitate quality and diverse public art initiatives, place making and aesthetic design excellence of our built and landscape architecture.

#	Strategic goal & focus area alignment	Strategy	Deliverable actions
4	AHC 2.8 KFA and Strategy 5.3.1	Assist in developing a night time economy	Implement a series of LED and night activation art projects
5	KFA and Strategy 6.1.2	Activate the entries of our libraries	Contemporary library facility design and architecture



Detail	Timeframe	Resources	Teams
<p>Library sites to be included in review of suitable locations for installations and associated events. KPI – enable new facility designs to incorporate night activation features.</p>	Ongoing	Grants, capital projects	Major Projects Urban and Public Art Lifelong Learning Windale Library Cameron Park Library
<p>Continue with the entry activation program for our libraries using animal sculptures to stimulate new audiences and families KPI – initiate sculptures and entry activation project at one branch a year.</p>	Ongoing	Operational	Charlestown and Morisset 2018-19 Windale 2019-2020 Belmont 2020-2021
<p>Ensure that all new library development projects incorporate contemporary architectural aesthetic, sustainable building frameworks and reference the Better Building Strategy.</p>	Ongoing	Grants, capital projects	Major Projects City Design

STRATEGIC GOAL 3

CHAMPION LOCAL HERITAGE AND HISTORY

Lake Macquarie values the tangible and intangible heritage of the city's built and natural environments, and its social history and artefacts.

#	Strategic goal	Strategy	Deliverable actions
6	AHC 3.1 KFA and Strategy 5.3.1	Identify, promote and celebrate pre-contact and post-contact history of the City.	Identify and develop a suite of heritage interpretation themes and sites around the City.
7	AHC 3.2 KFA and Strategy 5.3.1	Increase community participation, awareness and value of heritage and history.	Establish a Heritage Working Group (internal) and external Heritage Volunteer Network
8	AHC 3.4 KFA and Strategy 5.3.1		Develop a series of exhibition projects exploring local history, stories and contemporary interpretations through partnerships
9	KFA and Strategy 5.1.4		Present dynamic public programs in support of SEEN@Swansea exhibitions
10	KFA and Strategy 6.1.2		Assist in the development of the library/museum redevelopment in Cameron Park
11	KFA and Strategy 6.3.1		In conjunction with Lake Mac Tourism, continue to develop a complete suite of interpretation heritage trails for the City.
12	KFA and Strategy 2.3.1		Present History Illuminated as a showcase Lake Mac Libraries event

Detail	Timeframe	Resources	Teams
Community History to assist in project plan development and delivery via research and consultant engagement and management	Ongoing	Operational	Community History
Design, construct and launch a Library Museum at Cameron Park.	2019-2021	Capital	Cultural Services
Community History to provide representative to both working groups KPI attend a minimum of four meetings a year.	Ongoing	Operational	Community History
Community History to provide research and build relationships with local groups KPI two exhibitions a year at SEEN@Swansea	Ongoing	Operational	Community History
Lake Mac Libraries to actively assist in developing and implementing exhibitions and programs for LaunchPAD@LakeMacLibraries KPI - minimum of 20 a year	Ongoing	Operational	Community History Lake Mac Libraries
Community History to assist in the cataloguing and curatorial collection development program as part of the development	2019-2020	Operational	Community History: Major Projects
Minimum of two per year	Ongoing	Grant funded	Community History, Lake Mac Tourism
History Illuminated . KPI - minimum five days per annual program with more than 2000 participants.	Ongoing	Operation	Lake Mac Libraries Hunter Writers Centre

STRATEGIC GOAL 4

CELEBRATE CONNECTEDNESS

Support and provide a sense of belonging, yet encourage our suburbs and economic centres to develop their own cultural identity by encouraging new initiatives and activities that make the places our residents live, work and play a central facet of Lake Macquarie's cultural life.

#	Strategic goal	Strategy	Deliverable actions
13	AHC 4.2 KFA and Strategy 5.1.4	Develop meaningful community arts projects	Liaise with Council's wider organisational teams to deliver creative projects as part of their operations
14	AHC 4.2 KFA and Strategy 5.1.4		Provide creative programming that supports quality community program delivery and participation
15	AHC 4.2 KFA and Strategy 5.1.4		Actively work with Cultural Projects Officer and Events Team on new community arts programs
16	AHC 4.5 KFA and Strategy 5.3.1	Develop the awareness and potential of Lake Macquarie's diverse cultures	Review City's cultural groups and assess opportunities in presenting and promoting events
17	AHC 4.5 KFA and Strategy 5.3.1		Lake Mac Libraries representation on multicultural groups and programs
18	AHC 4.6 KFA and Strategy 5.1.4		Initiate a series of interactive creative development programs
19	AHC 4.7 KFA and Strategy 2.3.1	Establish an annual 'Neighbourhood Connection' program to develop micro-tourism economy	Seek opportunities to link major art festivals with neighbourhood initiatives

Detail	Timeframe	Resources	Teams
<p>Provide creative programming that supports organisational objectives For example, Sustainable Neighbourhood activities, Friendship Day and Waste as Art initiatives</p> <p>KPI - participate in coordinating a minimum of 5 programs a year</p>	Ongoing	Operational	<p>Community Planning Sustainability Engagement Team Council Lifelong Learning All branches to participate</p>
<p>For example Over 55s, You're Kidding Me and Me 2 programs</p> <p>KPI - participate in coordinating a minimum of 10 programs a year</p>	Ongoing	Operational	<p>Community Planning Lifelong Learning All branches to participate</p>
<p>Participate in a minimum of 15 place activation programs with the Rover each year.</p>	Ongoing	Operational	<p>Lifelong Learning All branches to participate Events Team</p>
<p>Participate as active members of NSW State Library Multicultural Working Group</p>	Ongoing	Operational	<p>Community Planning Lifelong Learning All branches to participate</p>
<p>Attend a minimum of four meetings per year and develop and deliver two Harmony Day programs a year.</p>	Ongoing	Operational	<p>Community Planning Lifelong Learning All branches to participate</p>
<p>Lake Mac Libraries to create and implement two new programs a year</p>	Ongoing	Operational	<p>Lifelong Learning All branches to participate</p>
<p>Lake Mac Libraries to deliver a minimum of four programs a year that include reading, literacy and heritage at community events and support local community knowledge</p>	2020-2022	Grants	<p>Lifelong Learning</p>

STRATEGIC GOAL 4 (CONTINUED)

CELEBRATE CONNECTEDNESS

#	Strategic goal	Strategy	Deliverable actions
20	AHC 4.8 KFA and Strategy 2.3.1		Explore a City-wide community festival with events taking place in key locations around and on the Lake, connecting communities to culture
21	AHC 4.9 KFA and Strategy 5.3.1	Develop awareness and respect for Aboriginal contemporary and traditional cultural practices	Consult with Aboriginal community to develop culturally appropriate arts, projects and programming
22	AHC 4.10 KFA and Strategy 6.1.1		Develop strong networks with Aboriginal organisations to support Aboriginal culture throughout the City and region

Detail	Timeframe	Resources	Teams
Lake Mac Library staff to actively participate in a City-wide festival by delivering onsite programs, through The Rover	2020-2028	Grants	Lifelong Learning
Develop links to community through IDX Flint and Aboriginal Community Development Officer, 4 x Launchpad exhibitions and workshops each year, Writepad and Lake Mac Imaginarium KPI - create and implement a minimum of 30 programs that are inclusive of Aboriginal and Torres Strait Islander culture	Ongoing	Operational	Lifelong Learning Branches
Develop links to community through IDX Flint, State Library NSW and Aboriginal Community Development Officer, 4 x Launchpad exhibitions and workshops each year KPI - create and implement a minimum of 30 programs that are inclusive of Aboriginal and Torres Strait Islander culture	Ongoing	Operational	Lifelong Learning Branches

A CREATIVE LIFE

STRATEGIC GOAL 5

ACTIVELY ENCOURAGE CREATIVE LEARNING AND EXPERIENCES

Value creativity; working together with creative process and outcomes that bring together history, culture, knowledge and expertise that supports innovation, enquiry and creative education.

#	Strategic goal	Strategy	Deliverable actions
23	AHC 5.2 KFA and Strategy 6.1.1	Explore innovative connections with the education sector and institutions	Negotiate strategic partnerships with primary, secondary and tertiary educational institutions for program delivery and sector development.
24	AHC 5.3 KFA and Strategy 5.3.1	Enable meaningful creative learning and Cultural Experiences	Write and Implement a Lifelong Learning and Audience Engagement Plan for Cultural Services

Detail	Timeframe	Resources	Teams
Develop a minimum of 15 curriculum based projects and programs	Ongoing	Operational and Grants	Lifelong Learning All branches to participate Tech Hub program
Present a minimum of 15 Launchpad exhibitions that include an artist talk or workshop	Ongoing	Operational and Grants	Belmont Charlestown Swansea Toronto
Develop maker space infrastructure as pop up and permanent	Ongoing	Operational and Grants	Wangi Belmont
Present a minimum of 30 author visit programs and writers workshops specifically targeting primary, secondary and tertiary educational institutions	Ongoing	Operational and Grants	All branches
Increase primary, secondary and tertiary educational institutions participation with Lake Mac Libraries by five schools a year.	Based on 2017-2018 school visits 50.	Operational	All branches
Lake Mac Libraries as an important contributor to the development of this plan.	2018/2019	Operational,	Lifelong Learning Marketing All branches

STRATEGIC GOAL 5 (CONTINUED)

ACTIVELY ENCOURAGE CREATIVE LEARNING AND EXPERIENCES

#	Strategic goal	Strategy	Deliverable actions
25			Develop and deliver Aboriginal arts and cultural programming including cultural revival, contemporary art, education, skills development and community projects in partnership with the Aboriginal community, Lake Macquarie City Art Gallery and Lake Mac Libraries.
26			
27			
28	AHC 5.3 Council KFA and Strategy 6.1.2		Strategically develop new target markets, such as non-users, young people and micro-businesses for arts, cultural and heritage programming.
29	AHC 5.3 Council KFA and Strategy 6.1.2		
30	AHC 5.3 Council KFA and Strategy 6.1.2		

Detail	Timeframe	Resources	Teams
Continue activities including Indigenous Digital Excellence Program (FLINT) programming for the delivery of technology access and resources for young Aboriginal people including book clubs, activities and projects associated with the Aboriginal Access Library in Toronto	Ongoing	Operational, Capital	Lifelong Learning Assets and Support Marketing All branches
NAIDOC participation, programs including book launches and talks, children's activities and literacy programming.	Ongoing	Operational, Capital	Lifelong Learning Assets and Support Marketing All branches
Purchase targeted works for library collections in consultation with community to reflect the Aboriginal and Torres Strait Islander identity of Lake Macquarie	Ongoing	Operational, Capital	Lifelong Learning Assets and Support Marketing All branches
Write and implement a Marketing Action Plan for Lake Mac Libraries in association with the wider Cultural Services Marketing Plan	2018-2019 as a five year strategy	Operational and Grants	Marketing and Audience Development Lifelong Learning Tech Hubs Branches
Lake Mac Libraries to feature within the Cultural Services Audience Development Plan	2018-2019 as a five year strategy	Operational	Marketing and Audience Development Lifelong Learning Tech Hubs Branches
Develop a technology plan for Lake Mac Libraries KPI - Include a minimum of two programs per year linked with the Smart City Strategy	2018-2019 as a five year strategy	Operational	Marketing and Audience Development Lifelong Learning Tech Hubs Branches

STRATEGIC GOAL 5 (CONTINUED)

ACTIVELY ENCOURAGE CREATIVE LEARNING AND EXPERIENCES

#	Strategic goal	Strategy	Deliverable actions
31	AHC 5.3 KFA and Strategy 4.2.1		Investigate cultural hub projects, incubators and pop-up exhibitions within Lake Mac Libraries and community facilities.
32	AHC 5.3 KFA and Strategy 4.2.1		
33	AHC 5.6 KFA and Strategy 6.1.1	Develop artist in residency program	Seek suitable residency and model of operation
34	AHC 5.7 KFA and Strategy 5.1.1	Empower our communities to embrace technology	Strengthen the role of libraries as places where people can learn about and use new technology
35	AHC 5.7 Council KFA and Strategy 5.1.2		
36	AHC 5.7 Council KFA and Strategy 5.1.2		
37	AHC 5.7 Council KFA and Strategy 5.1.2		
38	AHC 5.7 Council KFA and Strategy 5.1.1		Increase the number of people who interact with new technology through The Rover

Detail	Timeframe	Resources	Teams
<p>Link with Smart Cities delivery and Internet of Things opportunities</p> <p>KPI - include a minimum of two programs per year linked with the Smart City Strategy</p>	Ongoing	Grants	Major Projects
Create a creative industry workspace at Belmont Library	2019-2020	Grants	Major Projects
Library representation on working group – may feed writer in residency and provide model for Writepad	2019/2020	Grants-Philanthropy	Lifelong Learning
Develop emerging technology plan in collaboration with Corporate Information and Smart Cities deliverables	2019	Operational/ Grant	Major Projects Technology
Use a 'digital first' approach to customer service delivery – ensuring the right technology is available for each customer interaction	Ongoing	Operational/ Grant	Major Projects, Cultural Experiences, Assets and Support
Develop staff training program improve WiFi connectivity and reporting at sites	Ongoing	Operational	Major Projects, Cultural Experiences, Assets and Support
Update identified library technology to ensure contemporary practice and meeting customer expectations	Ongoing	Operational	Major Projects, Cultural Experiences, Assets and Support
<p>Include within a LakeMac Technology Plan, aspects of new technology that are appropriate for delivery, access and experience from The Rover</p> <p>KPI - Increase participation in The Rover programming by 10% a year</p>	2018/19 then ongoing	Operational / Grant	Major projects Lifelong Learning

STRATEGIC GOAL 5 (CONTINUED)

ACTIVELY ENCOURAGE CREATIVE LEARNING AND EXPERIENCES

#	Strategic goal	Strategy	Deliverable actions
39	AHC 5.7 Council KFA and Strategy 5.1.1		
40			Continually develop digital exhibition, presentation and programming
41	AHC 5.7 KFA and Strategy 5.1.1		
42	AHC 5.7 KFA and Strategy 5.1.1		
43	AHC 5.7 KFA and Strategy 5.1.2		Develop a digital/virtual library presence to ensure access to key services for remote users.
44	AHC 5.10 KFA and Strategy 5.1.2	Eliminate barriers to accessing information and services	Continue establishing libraries as e-Gov service centres to better serve local communities and to strengthen the role of libraries as community focal points
45	AHC 5.10 KFA and Strategy 5.1.2		
46	AHC 5.10 KFA and Strategy 5.1.2		

Detail	Timeframe	Resources	Teams
Include augmented reality and virtual reality programming through The Rover	Ongoing	Operational /Grant	Cultural Experiences
Include this provision in space refurbishments and new builds to ensure infrastructure meets the artists and exhibition needs	2019	Capital / Grant	Major Projects Assets and support
Implement the Virtual Awaba program at two Lake Mac Libraries	2018-2019	Operational	Major Projects Assets and support Toronto Swansea
Coordinate new experiences into Virtual Awaba each year.	Ongoing	Grant	Major Projects Assets and support
Link remote users to programming including literacy activities and presentations	2019-2020	Operational	Major Projects Assets and support
Review existing Service NSW kiosks and continue to develop opportunities to provide State Government information and core information for community.	2019-2020	Operational	Major Projects Cultural Experiences
Define scope of Council services that could be promoted and delivered within library branches and through the mobile library service	2018-2019	Operational	Cultural Experiences
Evaluate additional Council community-based services currently delivered in library spaces.	Ongoing	Operational	Community Planning Council Cultural Experiences

STRATEGIC GOAL 6

CONTINUOUSLY IMPROVE COUNCIL'S CULTURAL FACILITIES, PROGRAMS AND TEAMS

Council plays a pivotal role as a leading partner with our community to achieve our City's vision of being a vibrant contemporary and cosmopolitan City by continuously improving how we enable creativity and cultural activities to be presented and supported.

#	Strategic goal	Strategy	Deliverable actions
47	AHC 6.1 KFA and Strategy 6.1.2	Ensure Cultural Services continues to place customers at the centre of all programming and operations	Review and develop Five- year Strategic Plan for libraries
48	AHC 6.1 KFA and Strategy 6.1.2		
49	AHC 6.2 KFA and Strategy 6.1.2		Seek opportunities to enhance productivity and strengthen offerings through a comprehensive review of systems and processes
50	AHC 6.2 KFA and Strategy 6.1.2		
51	AHC 6.2 KFA and Strategy 6.1.2		
52	AHC 6.2 KFA and Strategy 6.1.2		

Detail	Timeframe	Resources	Teams
Implement still relevant 2011-2016 Library Delivery Plan action – see appendix	2018-2019	Operational	Lake Mac Libraries
Develop plans with Council endorsement by December 2018	2018-2019 Review 2021/2022	Operational	Lake Mac Libraries
Investigate and develop recommendations and implement improved Lake Mac Libraries opening hours	2018-2019	Operational	Lake Mac Libraries
Develop minimum standards of service and implement across all branches	2019	Operational	Cultural Experiences
Undertake and audit of existing events and programs and implement changes that seek to engage new audiences.	2019	Operational	Lifelong Learning
Undertake feasibility and implement recommendations on the delivery of profile ordering and shelf-ready stock delivered to branch locations	2018-2019	Operational	Support and Assets

STRATEGIC GOAL 6 (CONTINUED)

#	Strategic goal	Strategy	Deliverable actions
53			Review and modernise home delivery services and outreach options.
54	AHC 6.2 KFA and Strategy 6.1.2		
55	AHC 6.2 KFA and Strategy 6.1.2		
56	AHC 6.2 KFA and Strategy 6.1.2		
57	AHC 6.2 KFA and Strategy 6.1.2		Lake Mac Libraries as valued and visible Council services
58			
59			
60	AHC 6.3 KFA and Strategy 6.1.2		Investigate opportunities for income generation within Lake Mac Libraries

Detail	Timeframe	Resources	Teams
Review options for home delivery and outreach services, including the consideration for a fee-based home delivery service – order library materials online for subsequent home delivery, volunteer actions and value-add outreach services.	2018-2019	Operational	Lifelong Learning Support and Assets
Write specifications for a range of customer service technologies including new RFID and self- loan kiosks with returns and EFTPOS, library app, mobile device options for service delivery, remote printing from device to MFDs and new people counting technology, then implement.	2018-2019	Operational	Support and Assets
Implement e-payments for customers	2018-2019	Operational	Cultural Experiences Support and Assets
Investigate and implement EDI (Electronic Data Interchange) for invoicing with suppliers	2018-2019	Operational	Support and Assets
Develop a strategic marketing plan that defines campaign and resources to deepen the experiences for existing users, diversify awareness of library services across both current membership base and new potential users.	2019	Operational	Marketing
Through a deepening awareness and diversification marketing strategy, improve visitation and circulation by five per cent annually.	2019 ongoing	Operational	Marketing
Through an active awareness, value and profile raising campaign, raise new membership and returning participation by 5000 annually.	2019 ongoing	Operational	Marketing
Continue to program revenue streams for Launchpad spaces and SEEN@ Swansea KPI - generate a minimum of \$6000 a year in revenue	2019	Operational	Lifelong Learning Swansea Toronto Charlestown Belmont

STRATEGIC GOAL 6 (CONTINUED)

#	Strategic goal	Strategy	Deliverable actions
61	AHC 6.3 KFA and Strategy 6.1.2		
62	AHC 6.3 KFA and Strategy 6.1.2		
63	AHC 6.3 KFA and Strategy 6.1.2		
64	AHC 6.4 KFA and Strategy 6.1.2		Review staff capabilities and plan a comprehensive development program to build the capabilities needed to achieve the outcomes envisaged in this plan
65	AHC 6.4 KFA and Strategy 6.1.2		
66	AHC 6.4 KFA and Strategy 6.1.2		
67	AHC 6.4 KFA and Strategy 6.1.2		
68	AHC 6.4 KFA and Strategy 6.1.2		
69	AHC 6.4 KFA and Strategy 6.1.2		Examine trends in library staffing profiles nationally and internationally and document future skill requirements

Detail	Timeframe	Resources	Teams
Develop a suite of 3D printed merchandise for SEEN and other events	Ongoing	Operational	Cultural Experiences
Initiate 20 per cent of all programs to be cost neutral or to generate income	2019	Operational	Lifelong Learning Branches
Develop hot desk program as a creative incubator space	2019	Operational	Major Projects Cultural Experiences
Complete staff skills audit	Ongoing	Operational	Cultural Experiences Staff Development Officer
Re-define library role descriptions based on Ultimate Library Employee behaviours, including key activities, tasks, behaviours and KPIs	2019	Operational	Cultural Experiences
Incorporate innovation and conversion to participation into role description and standard practice	2019	Operational	Cultural Experiences
Develop new communication loops for branches to communicate with each other and Council.	2019	Operational	Cultural Experiences
Create an 'Expand Your World' reward and recognition program for library staff who demonstrate innovation, user engagement and 'living the brand'	2019	Operational	Cultural Experiences
Produce a report on future trends in libraries and their impact on staffing profiles to develop future directions and workforce plans.	2019	Operational	Cultural Experiences

STRATEGIC GOAL 6 (CONTINUED)

#	Strategic goal	Strategy	Deliverable actions
70	AHC 6.9 KFA and Strategy 6.1.2	Invest in quality infrastructure that meets community and economic aspirations	Refurbish existing high use library branches to contemporary library standards
71	AHC 6.10 KFA and Strategy 6.1.2		Prepare applications for the design, construction and operation of new, contemporary library branches including educational amenities, heritage and community displays and technology zones
72	AHC 6.10 KFA and Strategy 6.1.2		
73	AHC 6.11 KFA and Strategy 6.1.2		Investigate the implementation of maker spaces and creative hubs within Lake Mac Libraries
74	AHC 6.11 KFA and Strategy 6.1.2		
75	AHC 6.11 KFA and Strategy 6.1.2		

Detail	Timeframe	Resources	Teams
Referencing the Better Building Strategy and green building standards, co-design 'the ultimate Lake Mac Library' with the community – uncovering user perceptions and gaining buy-in through a sense of community ownership.	Ongoing	Capital Operational	Major projects Assets and Support
Complete minimum design standards for contemporary library projects and refer to Better Building Strategy	Ongoing	Capital Operational	Major projects Assets and Support
Commence project control groups and working groups for flagged capital works projects	Ongoing	Capital Operational	Major projects Assets and Support
Empower and enable the community to own parts of the library's physical attributes through selfie walls and art installations	Ongoing	Capital Operational	Major projects Assets and Support Lifelong Learning Cultural Experiences Technology
Consult community and industry partners to determine digital skills and maker space technologies required	Ongoing	Capital Operational	Major projects Assets and Support Lifelong Learning Cultural Experiences Technology
Ensure provision and regular review of relevant resources to support maker spaces.	Ongoing	Capital Operational	Major projects Assets and Support Lifelong Learning Cultural Experiences Technology

STRATEGIC GOAL 6 (CONTINUED)

#	Strategic goal	Strategy	Deliverable actions
76	AHC 6.11 KFA and Strategy 6.1.2		
77	AHC 6.12 KFA and Strategy 6.1.2	Actively develop collections that reflect our art, culture, heritage and our times	Continue to develop Council's cultural collections
78	AHC 6.12 KFA and Strategy 6.1.2		
79	AHC 6.12 KFA and Strategy 6.1.2		
80	AHC 6.12 KFA and Strategy 6.1.2		
81	AHC 6.13 KFA and Strategy 6.1.2	Achieve national cultural professional standards in governance, operational responsibility and integrity.	Continuously review service delivery for excellence, efficiency, cost management, sustainability, programming and resource use
82	AHC 6.13 KFA and Strategy 6.1.2		
83	AHC 6.15 KFA and Strategy 6.1.2		Actively seek sustainable funding partners and sources for project and program delivery.
84			Embrace sustainable and environmentally responsible practices.

Detail	Timeframe	Resources	Teams
Develop a program of workshops promoting digital creativity	Ongoing	Capital Operational	Major projects Assets and Support Lifelong Learning Cultural Experiences Technology
Review Lake Mac Libraries Cultural and Depreciable Collection Plan and implement	2018-2019 and then ongoing	Operational	Collections Community History
Develop a Lake Mac Libraries deaccession policy for the collection	2019	Operational	Support and Assets
Purchase targeted works for library collections in consultation with community to reflect the Aboriginal and Torres Strait Islander identity of Lake Macquarie	2019-2020	Capital	Support and Assets
Capture collections in appropriate catalogue or DAMs product, such as Spydus, KEmu, including public art and gallery collections	2019	Operational	Support and Assets
Complete monthly, quarterly and annual reporting against KPIs and industry benchmarking	Ongoing	Operational	Library Coordinators
Develop a Lake Mac Libraries ethics mandate and policy	Ongoing	Operational	Library Coordinators
Participation in library and local government networks DGR status funding options	Ongoing	Operational	Marketing Library Coordinators
Aim for print-free communications plan by 2022, recycled book covers and sustainable building management practices.	Ongoing	Capital and Operational	All branches Assets and Support

STRATEGIC GOAL 6 (CONTINUED)

#	Strategic goal	Strategy	Deliverable actions
85			Embrace the UN Sustainable Development Standard Goals (SDGs) into our planning and programming.
86	AHC 6.19 KFA and Strategy 6.1.2	Develop and implement strategies that enhance public access to cultural facilities, collections and events	Develop a proactive, innovative and holistic Arts, Heritage, Cultural Marketing Action Plan to enhance existing audiences and attract new audiences
87	AHC 6.19 KFA and Strategy 6.1.2	Develop an online and social media plan	
88			
89			
90			

Detail	Timeframe	Resources	Teams
Align existing and future program, planning and strategic direction with SDG vision and aims.	Ongoing	Capital and Operational	Cultural Services
Complete review of website recommendations Investigate appropriate website framework and CMS (Content Management System) platform	2019	Operational Capital	Marketing Lifelong Learning Participation by all branches
Launch 'Expand Your World' Facebook campaign, targeting multiple local audiences with relevant messaging and call to action	2019	Operational	Marketing Lifelong Learning Online and Social Media Officer
Establish relationship with a spokesperson, who will publicly advocate for the library network's purpose, value and relevancy	2019	Operational	Marketing Lifelong Learning Online and Social Media Officer
Launch 'Expand Your World' partnerships initiative, to meet the needs of a range of user personas, attract new members and further improve and demonstrate relevancy. Each of these partnerships opens opportunities to use partner's communication channels.	2019	Operational	Marketing Lifelong Learning Online and Social Media Officer
Recognise members with publicly visible congratulations for achieving certain milestones such as completing a program, being a member for a year or referring a member. Where appropriate, rename key marketing collateral to reflect 'Expand Your World' concept.	2019-2020	Operational	Marketing Lifelong Learning Online and Social Media Officer

STRATEGIC GOAL 6 (CONTINUED)

#	Strategic goal	Strategy	Deliverable actions
91			
92			
93			
94	AHC 6.20 KFA and Strategy 5.2.2	Grow the capacity and impact of our volunteers working within the Cultural sector	Assist in developing cultural volunteer opportunities and programming within Lake Mac Libraries
95	AHC 6.20 KFA and Strategy 5.2.2		

Detail	Timeframe	Resources	Teams
Launch membership/user referral program to encourage members to introduce their friends and family to the library.	2019-2020	Operational	Marketing Lifelong Learning Online and Social Media Officer
Use advocacy and awareness weeks to target specific user personas, capitalise on national dialogue and link to related social issues to raise profile of library network KPI - 10 programs a year	2019-2020	Operational	Marketing Lifelong Learning Online and Social Media Officer
Gather and communicate positive member stories around the 'Expand Your World' theme. KPI - 10 programs a year	2019-2020	Operational	Marketing Lifelong Learning Online and Social Media Officer
Participate in the development of a Council Volunteer Policy and Procedure, and recognition process	Ongoing	Operational	Cultural Experiences Library Coordinators Staff Development Officer
Develop and implement model of volunteer program delivery in libraries from book club volunteers, outreach and programming KPI - have a minimum of 150 volunteers across Cultural Services at any one time within the areas of Art Gallery Friends, literacy programming, home delivery, local history research, SEEN@Swansea Visitor Liaison Officers and Tourism Ambassadors.	Ongoing	Operational	Cultural Experiences

A CITY OF CULTURE AND INNOVATION

STRATEGIC GOAL 7

FOSTER OPEN COMMUNICATION, PARTNERSHIPS AND LEADERSHIP

Honour open and honest communication with the creative community, facilitate and champion partnerships that strive for the City's arts, heritage and cultural vision and act and facilitate strong leadership within the sector.

#	Strategic goal	Strategy	Deliverable actions
97	AHC 7.1 KFA and Strategy 6.1.1	Support and nurture an environment that encourages creativity and innovation	Develop a comprehensive online communications tool with Lake Macquarie's creative community with the aim of building audiences and awareness
98	AHC 7.1 KFA and Strategy 6.1.1		
99	AHC 7.2 KFA and Strategy 6.1.1		Develop existing and establish new inclusive informal Aboriginal and Torres Strait Islander Community Reference Groups to ensure ongoing and meaningful partnerships
100	AHC 7.3 KFA and Strategy 6.1.1		Investigate innovative volunteer and professional models of management for existing Council cultural assets.
101	AHC 7.3 KFA and Strategy 6.1.1		
102	AHC 7.4 KFA and Strategy 6.1.1	Maintain existing and instigate new partnerships with external regional and national cultural organisations	Develop strategic funding, programming and professional development partnerships with organisations

Detail	Timeframe	Resources	Teams
Review and investigate CMS and online platform	2019	Operational	Major Projects Technology
Develop an online resource for creative community professional development	2019	Operational	Major Projects Technology
Build relationships with local community partners and networks with library representation	Ongoing	Operational	Lifelong Learning Branches
Investigate, trial and deliver new Windale management model and Wangi Community Hub (out of hours access and management)	2019	Operational	Major Projects Assets and Support
Review existing MoUs and implement new arrangements that allow for greater volunteer inclusion	2019	Operational	Cultural Experiences Lifelong Learning
Maintain membership with ALIA (Australia Library and Information Association) NSWPLA (NSW Public Library Association) and State Library NSW Working Groups	Ongoing	Grants	Library Coordinators

STRATEGIC GOAL 7 (CONTINUED)

#	Strategic goal	Strategy	Deliverable actions
103	AHC 7.4 KFA and Strategy 6.1.1		
104	AHC 7.4 KFA and Strategy 6.1.1		
105	AHC 7.7 KFA and Strategy 6.1.1	Create opportunities that provide open communication, partnerships and leadership with the creative and cultural sector	Investigate the creation of a formal network of professional cultural organisations
106	AHC 7.7 KFA and Strategy 6.1.1		
107	AHC 7.7 KFA and Strategy 6.1.1		
108	AHC 7.11 KFA and Strategy 6.1.1	Strengthen all cultural organisations in the City, professional or amateur, big or small	Develop professional development workshops in business management, sustainability, marketing and communication for arts and cultural organisations

Detail	Timeframe	Resources	Teams
Continuously seek infrastructure funding for capital library improvements	Ongoing	Grants	Major projects
Actively seek additional grant streams to support programs and capital improvements	Ongoing	Grants	Major projects Lifelong Learning
Participate in the Regional Libraries Network	2019	Operational	Library Coordinators
Develop a network relationship with Central Coast Libraries	2019	Operational	Library Coordinators
Develop an MoU and Service Delivery arrangement with Newcastle Writers Network	2019	Operational	Lifelong Learning
Ensure library facilities and spaces are available to support workshop delivery	2019	Grants/Capital Works Refurbishment program	Assets and Support Major Projects

STRATEGIC GOAL 8

VALUE AND SUPPORT OUR CREATIVE INDUSTRY AND CULTURAL ECONOMY

Lake Macquarie values and supports individual creativity, skill and talent, which has the potential for employment and the development of a sustainable creative economy.

#	Strategic goal	Strategy	Deliverable actions
109	AHC 8.2 KFA and Strategy 6.1.1	Develop and foster creative industries	Proactively seek and implement opportunities to engage the creative community within all our activities
110	AHC 8.2 KFA and Strategy 2.3.1		
111	AHC 8.2 KFA and Strategy 2.3.1		
112	AHC 8.2 KFA and Strategy 2.3.1		
113			

Detail	Timeframe	Resources	Teams
Seek grant funding to ensure programming and events reflect creative industries in libraries programming strategy	2019	Grants	Major Projects Lifelong Learning
Develop, in conjunction with performing arts groups, a One Act Play Festival	2019-2020	Grants	Major Projects Lifelong Learning
Develop and implement poetry and creative writing events for aspiring writers KPI - two events a year	2019-2020	Grants	Major Projects Lifelong Learning
Develop and implement writers' events for young people KPI - two events a year	2019-2020	Grants	Major Projects Lifelong Learning
Provide work hub spaces that service small business and entrepreneurs	2019-2020	Capital	Belmont Swansea Charlestown

STRATEGIC GOAL 9

COMMUNICATE OUR CULTURE: BE LOCAL, AIM GLOBAL

Celebrate and promote creativity, innovation and uniqueness through engaging and active events, festivals, programs and exhibitions for community and visitors.

#	Strategic goal	Strategy	Deliverable actions
114	AHC 9.4 KFA and Strategy 6.1.3	Position Lake Macquarie as creative, innovative and cosmopolitan	Investigate options for a large scale cultural arts festival that attracts national attention
115	AHC 9.4 KFA and Strategy 6.1.3		
116	AHC 9.4 KFA and Strategy 6.1.3		
117	AHC 9.5 KFA and Strategy 6.1.3		Develop and present key exhibitions and related programming that attract new audiences and interest
118	KFA and Strategy 6.1.3		
119	KFA and Strategy 6.1.3		
120			
121	AHC 9.6 KFA and Strategy 6.1.1		Initiate a minimum of 20 external media/ editorial opportunities to promote the City.

Detail	Timeframe	Resources	Teams
<p>Research the feasibility of a writing or reading festival (City of Literature) and implement program at recommended profile</p> <p>KPI – one program a year</p>	2019	Grants and philanthropy	Marketing Lifelong Learning Branches
<p>Develop a series of tech-based and gaming opportunities</p> <p>KPI - two initiatives a year</p>	2019	Grants	Major Projects Lifelong Learning
<p>Raise the profile and scope of the History Illuminated event to attract out of region visitors</p> <p>KPI - 16 exhibitions per year</p>	2019-2020	Grants	Marketing Lifelong Learning Branches
<p>Promote an annual program of Launchpad exhibitions</p>	2019	Grants and philanthropy	Marketing Lifelong Learning
<p>Seek touring social history and social justice exhibitions for branches as appropriate</p> <p>KPI - two exhibitions a year</p>	2020	Grants/ Operational	Lifelong Learning
<p>Implement a series of in branch displays that present contemporary collections.</p> <p>KPI - four displays a year</p>	2020	Grants/ Operational	Lifelong Learning
<p>Develop Science based exhibitions and active programming as part of annual program.</p> <p>KPI - Minimum 6 exhibitions per year across all branches</p>	Ongoing	Operational	Marketing Lifelong Learning, Marketing
<p>Ensure all significant programming and events have communications plan, including media release opportunities</p> <p>KPI – 100% compliance on communication plans for all events</p>	Ongoing	Operational	Marketing Lifelong Learning, Marketing

A CITY OF LITERACY AND LEARNING

STRATEGIC GOAL 10

SUPPORT LITERACY, LEARNING AND READING IN THE DIGITAL AGE

Facilitate and champion activities and partnerships that support community members to participate fully in the labour market, education and training and social and civic life.

#	Strategic goal	Strategy	Deliverable actions
122	KFA and Strategy 6.1.1	Council takes a key role in developing our City's literary identity	Develop an online, interactive literature themed map of Lake Macquarie - "Lake Mac Imaginarium"
123			
124			
125			Develop bespoke book based programmes to engage a variety of ages groups and subcultures
126			
127		Develop writer in residency program	Seek suitable residency and model of operation

Detail	Timeframe	Resources	Teams
Crowdsource literary references and sites of significance to Lake Macquarie	2020	Grants	Library Lifelong Learning Tourism Art Gallery
Develop opportunities for writers to contribute to 'Lake Mac Imaginarium'	2020	Grants	Library Lifelong Learning Tourism Art Gallery
Install digital installations referencing local writing, including movement activated readings. Showcase quotations from 'Lake Mac Imaginarium' using digital signage during festivals	2020	Grants	Library Lifelong Learning Tourism Art Gallery
Develop programs to embrace the concept of "Storytime is for Everyone" – scope programs and seek training for Reading Aloud activities; "Salon of Shame"; Puppetry, Bibliotherapy and Readers Theatre	2020		Library Lifelong Learning Tourism Art Gallery
Explore Reading Tree or similar for Puppet Tree	2020	Grants	Library Lifelong Learning Tourism Art Gallery
Library representation on working group	2019	Grants/ Philanthropy	Lifelong Learning

STRATEGIC GOAL 10 (CONTINUED)

#	Strategic goal	Strategy	Deliverable actions
128	KFA and Strategy 6.1.1	Develop and foster a reading and writing culture	Develop a framework to engage and nurture local writers – Writepad
129			
130	KFA and Strategy 6.1.2	Support and promote a strong focus on early language and literature development	Evaluate existing and develop new early literacy initiatives in ways that effectively respond to the specific needs of our socio-economic and cultural environment, e.g. out of the box gatherings such as school carnivals, shopping plazas etc.
131			
132			
133			
134	KFA and Strategy 6.1.1	Enhance the formal learning experiences of community members	Develop accessible, relevant and sustainable study and learning support to meet the needs of students
135	KFA and Strategy 6.1.2		Develop activities to support and celebrate local, national and international reading initiatives
136			
137			

Detail	Timeframe	Resources	Teams
Opportunities to learn and develop writing craft Opportunities to showcase works and develop audiences	2019	State Library Indyreads eContent platform Grants Partnerships Writing groups	Library Lifelong Learning Cultural Services
Provide opportunities for skills development in the creative arts and literacy using emerging technology.	2019	Grants	Library Lifelong Learning Tourism Art Gallery
Designing and delivering effective early literacy sessions for babies, toddlers and preschool children and their families	2019	State Library Framework	Library Lifelong Learning Community Services
Providing outreach services for people who are vulnerable, hard-to-reach or unable to visit the library	2019	Operational	Library Lifelong Learning
Participating in academic and other research	2019	Operational	Library Lifelong Learning
Collaborating with other libraries to jointly develop resources and programs locally and nationally	2019	Operational	Library Lifelong Learning
Investigate 'Working Together Framework' to support low socio-economic higher education students living remotely from university	2019	Operational	Library Lifelong Learning
Actively promote Reading Challenge to school aged children	Annually	Operational	Library Lifelong Learning
Celebrate Children's Book Week as a premier event	Annually	Operational	Library Lifelong Learning
Ensure coordinated effort to recognise Indigenous Literacy Day, The Reading Hour, Adult Learners Week, World Book Day, National Literacy and Numeracy week, etc.	Annually	Operational	Library Lifelong Learning

LAKE MAC LIBRARIES CAPITAL DEVELOPMENT PLAN

CONTEMPORARY LIBRARY EXPERIENCES



CURRENT LEVELS OF SERVICE PROVISION

State Library NSW (People & Places: guide for public library buildings), provides benchmarking advice on optimal space provisions to accommodate service delivery for library planning and buildings. Current square metre service provision, based on a population of 200,000 is 5475 sq metres across the City. This does not include The Rover mobile library service. With population flagged to increase to 220,000 by 2030 according to NSW Department of Planning, this increases the deficiency based on current benchmarking standards to 1900 square metres.

Review of (People & Places) benchmarks against the identified growth areas for the City as outlined in Lake Macquarie's Lifestyle 2030 Strategy, indicates particular deficiencies in the southwest and northwest of the City. It also flags the need for further review of existing infrastructure to ensure alignment to changes in population density in existing suburbs and economic centres over the next 10 year planning phase.

WHAT DO YOU EXPECT FROM A CONTEMPORARY LIBRARY?

Feedback received as part of the creation of the Arts Heritage and Cultural Plan revealed that contemporary libraries should involve a mix of the following design and experience elements and opportunities for our customers. Our collections, in a range of physical and digital formats, are our core business and remain central to the each of the elements discussed below.

WHAT DO YOU EXPECT FROM A CONTEMPORARY LIBRARY?

Multi-use Spaces	Proposed implementation	
Community studio and creative spaces	Wangi Wangi Library	
Co-work spaces and lounges	Belmont Library	
Converged library and museum	Cameron Park Library	
Sound hub	Toronto Library	
Multi-sensory spaces and experiences	All branches as a curated pop up exhibition opportunity	
Digital hubs	Charlestown	
Programming and workshop spaces	All branches	
Performance spaces	Morisset Community Library and Centre Windale Community Library	
Temporary touring exhibitions	All branches	

Description	Resourcing
Space within existing library as a secondary activity centre or in replacement of a library service that allows creatives to use as a public studio or as a semi-programmed space. Includes wet areas, durable flooring and multi-use space, 24 hour access, light etc.	Capital contribution from Council and external grants
Spaces that support professional commercial activity including desk space within an open plan environment with shared use of amenities and reception areas. They have lounges, cafe-style spaces and breakout zones.	Capital contribution from Council and external grants. DANTIA
A co-located or converged library and museum under one roof. Including semi-permanent exhibition spaces and history alive programming.	Section 7.11 funding
Sound and audio technology incubator	Capital contribution from Council and external grants.
A multi-sensory environment (MSE) is a dedicated space or room where sensory stimulation can be controlled (intensified or reduced), presented in isolation or combination, packaged for active or passive interaction and matched to fit the perceived motivation, interests, recreation, relaxation, therapeutic or educational needs of the user. MSE rooms include: Science focused immersive exhibitions; lighting effects; sensory activities such as blowing bubbles, finger painting, and using play dough; tactile experiences such as touching various, changing textures that are included in an interactive wall panel; soft items on the floor such as mats, pillows or beanbags; and sound effects such as children’s music, nature sounds, or animal sounds.	Capital contribution from Council and external grants.
In association with DaSH, consider a digital hub is a shared workspace for a range of complementary activities, including commercial businesses, public sector and community organisations. It offers high-speed and cutting-edge technical facilities and services, as well as meeting rooms, event and training spaces, with a focus on bringing people together. Freelancers, entrepreneurs and small businesses can work from this flexible, shared workspace for a monthly fee, together with established high-growth businesses located in longer-term office spaces.	Capital contribution from Council and external grants.
Open space that allows for a wide variety of community use.	Capital contribution from Council and external grants.
Spaces for performances, lectures and music.	Capital contribution from Council and external grants.
Foyer or open space up to 30m ² suitable for free-standing touring exhibitions from national museums, libraries and galleries.	Operating funds.

WHAT DO YOU EXPECT FROM A CONTEMPORARY LIBRARY?

Exhibition spaces	Proposed Implementation	
SEEN@Swansea and Launchpad	Charlestown, Belmont, Swansea and Toronto	
External walls and projections	Cardiff, Swansea and Speers Point	
Heritage (historical digital collection, cultural collection)	Cameron Park Library/Museum Speers Point All branches	
Community hub activities	Windale Community Library	
Plug and Play spaces and opportunities, WiFi	All branches	
Intergenerational spaces	All branches	
Co-location with other service providers	Windale Community Library Belmont Library Cameron Park Library	

Description	Resourcing
<p>SEEN@Swansea or the South East Exhibition Network space, provides a professional exhibition space for the presentation of our unique history, art, ideas and touring exhibitions. The exhibition space hosts a program of exhibitions that explore Lake Macquarie's history, community stories and treasures, as well as special shows on themes ranging from dinosaurs to recycled sculpture. Launchpad spaces provide an opportunity for local emerging and community artists, students and groups to show drawings, paintings and photographs within community facilities. Launchpad aims to connect emerging artists with the community, and offer new opportunities for community participation in the arts.</p>	<p>Operational funds and grants for capital improvements.</p>
<p>Activate our existing libraries with artwork on external walls and use the windows as screen projections onto streets and passing traffic. Activates the building at night as an anti-social behaviour deterrent and promotes the building and services as community owned.</p>	<p>Operational funds and grants for capital improvements.</p>
<p>Via History Online and library management system. Access to virtual and augmented reality experiences</p>	<p>Operational funds and grants for capital improvements.</p>
<p>Kitchenettes and public amenities.</p>	<p>Operational funds and grants for capital improvements.</p>
<p>Includes secure places to plug in and recharge personal technology, high-speed WiFi and spaces to use personal technology.</p>	<p>Operational funds and grants for capital improvements.</p>
<p>Designed for the purpose of facilitating and promoting interaction between members of different generational groups.</p>	<p>Operational funds and grants for capital improvements.</p>
<p>Co-location in this context is the same as converged and collaborate spaces, being that the governance model reflects what is the best fit for the community. These are activities that are aligned to generate increased participation and interest, education and gaining of knowledge. Examples include libraries and museums, libraries and creative spaces, libraries and theatres, libraries and pools, libraries and childcare centres.</p>	<p>Operational funds.</p>

CAPITAL INFRASTRUCTURE PROGRAMS

Lake Mac Libraries is in a unique position as a major library service, in that each community that hosts a branch is individual, unique and extremely well connected. The challenge is how to capitalise and build on these nuances and further embed the library experience as a key community experience. Below is an infrastructure and refurbishment plan that addresses these issues with the support of the strategic goals and actions listed in the Plan.

LIBRARY SPACE REQUIREMENTS AND FUTURE POPULATION GROWTH

Branch	Current size (Sq M)	Future requirements (Size)	Desirable features
Charlestown	1100	Similar floor size Smaller physical collection footprint	<ul style="list-style-type: none"> • Co-location with other service providers • Creative space • Digital hub • Exhibition space • Mobile and curated collections • Programming and workshop spaces • Plug and play spaces • Public art installations • Access to virtual and augmented reality • Intergenerational spaces • WiFi • Safe and accessible • Meeting rooms • Kitchenette and public amenities

Location	Recommendation	Budget (2018\$)
Charlestown CBD Feasibility Review of current location	Feasibility study under way to determine best funding options, facility management and service delivery locations. Options include investigating lease opportunities in CBD, co-location with leisure services development, and co-location within new development at site. Refurbishment planned for carpet and painting in 2018-2019. High priority within the next 5 to 10 years.	Feasibility review funded. Refurbishment funded Asset Replacement.

LIBRARY SPACE REQUIREMENTS AND FUTURE POPULATION GROWTH

Branch	Current size (Sq M)	Future requirements (Size)	Desirable features
Toronto	1000	Similar floor size Smaller physical collections footprint	<ul style="list-style-type: none"> • Co-work space • Sound hub • Digital hub • Exhibition space • Mobile and curated collections • Programming and workshop spaces • Plug and play spaces • Public art Installations • Access to virtual and augmented reality • Intergenerational spaces • WiFi • Safe and accessible • Meeting rooms • Kitchenette and public amenities
Swansea Centre	725	Similar floor size Smaller physical collections footprint	<ul style="list-style-type: none"> • Co-work space • Digital hub • Exhibition space • Mobile and curated collections • Programming and workshop spaces • Plug and play spaces • Public art Installations • Access to virtual and augmented reality • Intergenerational spaces • WiFi • Safe and accessible • Meeting rooms • Kitchenette and public amenities

Location	Recommendation	Budget (2018\$)
Toronto Commercial Centre	Design brief and refurbishment plan to be developed	Funded Operational
Pacific Highway, Swansea	Conduct feasibility study for the building - next 10 years, relocation of library, repurpose upstairs space, income capacity 2017 and beyond High priority to be completed 2018-2019	Funded Grant

LIBRARY SPACE REQUIREMENTS AND FUTURE POPULATION GROWTH

Branch	Current size (Sq M)	Future requirements (Size)	Desirable features
Windale	163	Integration of library service within provision of community space (proposed 1200 in total)	<ul style="list-style-type: none"> • Co-location with other service providers • Creative space • Digital hub • Exhibition space • Mobile & curated collections • Programming and workshop spaces • Plug and play spaces • Public art installations • Access to virtual and augmented reality • Sensory spaces • Intergenerational spaces • WiFi • Safe and accessible • Meeting rooms • Kitchenette and public amenities
Edgeworth	124	Nil – proposal to relocate to Cameron Park Plaza	<ul style="list-style-type: none"> • See proposed Cameron Park Plaza
Wangi	112	Similar floor size – incorporates all-weather verandah Smaller physical collections footprint	<ul style="list-style-type: none"> • Community studio/creative spaces • WiFi • Safe and accessible • Mobile and curated collections • Public amenities • Meeting room
Cardiff	386	Similar floor size Smaller physical collections footprint	<ul style="list-style-type: none"> • Digital hub • WiFi • Safe and accessible • Mobile and curated collections • Programming and workshop spaces

Location	Recommendation	Budget (2018\$)
Lake Street, Windale	New library and community building design and construct. Urgent	\$6 million funded
Closure of current site	Library services will cease from the site once Cameron Park is operational.	No funding for lease arrangements
	Options for community studio and creativity space identified for multi-application. Concept and design consultation with the Wangi Wangi community will proceed following this plan's adoption. Committed with funding to complete project 2019-2020	
Cardiff Marketplace	No planned major improvements Furniture upgrade and replacement reviewed.	

LIBRARY SPACE REQUIREMENTS AND FUTURE POPULATION GROWTH

Branch	Current size (Sq M)	Future requirements (Size)	Desirable features
Cameron Park Plaza (proposed)	650	Increased floor size for northwest service delivery	<ul style="list-style-type: none"> • LibraryMuseum • History and Heritage • Curated exhibitions spaces and displays • Digital hub • Mobile and curated collections • Programming and workshop spaces • Plug and play spaces • Public art installations • Access to virtual and augmented reality • Intergenerational spaces • WiFi • Safe and accessible • Meeting rooms • Public amenities
Speers Point	845	Total space currently includes back of house services	<ul style="list-style-type: none"> • Curated exhibition spaces and displays • Meeting room • Public amenities • Digital hub • WiFi



Location	Recommendation	Budget (2018\$)
Cameron Park	Undertake appropriate community consultation on design and concept for proposed facility. See also Edgeworth actions.	Funded Glendale Catchment Plan
Feasibility review of current location	Investigate relocation to Warners Bay as part of future capital and developer works. Possible reuse current site for Council expansion.	\$0 budget allocated
	Medium priority, based on Council demand and wider planning decisions	

LIBRARY SPACE REQUIREMENTS AND FUTURE POPULATION GROWTH

Branch	Current size (Sq M)	Future requirements (Size)	Desirable features
Morisset	219	Increased floor size for southwest service delivery (approx. 1200) Integration of library service within provision of community space	<ul style="list-style-type: none"> • Co-location with other service providers • Co-work space • Creative space • Digital hub • Exhibition space • Mobile and curated collections • Programming and workshop spaces • Plug and play spaces • Public art installations • Access to virtual and augmented reality • Intergenerational spaces • WiFi • Safe and accessible • Meeting rooms • Kitchenette and public amenities
Belmont	800	Smaller physical collection footprint	<ul style="list-style-type: none"> • Co-location with other service providers • Co-work space • Creative space • Digital hub • Exhibition space • Mobile and curated collections • Programming and workshop spaces • Plug and play spaces • Public art

Location	Recommendation	Budget (2018\$)
Dora Street	<p>Seek tenancy in existing shopping centres until new community facility is built. Use existing library for meetings and community use.</p> <p>High priority, based on Council demand and wider planning decisions</p>	\$0 budget allocated
Feasibility review of current location	<p>Feasibility review of current location to determine best facility management and purpose, service delivery location and funding options. Options include lease arrangement within CBD as per Cardiff model , co-location within new developed site. Five years then review</p> <p>Medium priority, based on Council demand and wider planning decisions</p>	\$0 budget allocation

CONCLUSION

More so than ever before, Lake Mac Libraries is in a pivotal role to be leaders in new technology and innovative public engagement and learning opportunities for the City.

Lake Mac Libraries continues to respond to the changing needs of the community, undergoing the next stage of its metamorphosis from a service based largely on physical loan items in fixed places, to developing scope via digital library services and active participation programs. As demand for physical items decline, it is clear to remain relevant focus should be on community participation in lifelong learning programs, online engagement, multi-use and maker practices and e-services. Enhancing these services is part of our strategic vision and strongly aligns with community expectations and desires.



HISTORY ILLUMINATED

PROGRAM OF EVENTS

lib.lake-mac.com.au



APPENDICES

WHAT YOU TOLD US

Through the development of this plan your feedback has been captured via the Arts, Heritage and Cultural Plan engagement, Council's customer satisfaction survey, Lake Mac Libraries website survey and focus groups, and through review of Lake Mac Libraries' email. Most of the feedback was captured prior to the migration to our new library management system in late May 2018, due to both operational needs and opportunities to address concerns related to catalogue search experience prior to deployment.

THE THINGS WHICH PEOPLE WANTED TO SEE CHANGE WERE:

- Better notification platforms about library events
- Website optimised for mobile use with easier navigation and clearer page layouts
- Better account personalisation settings
- Better access to hard to find children's books
- e-collections visible in the catalogue
- Easier catalogue searching
- Subscription alerts, particularly for magazines
- More personalisation and subscription opportunities for events
- More exciting imagery to promote events
- Support for cultural groups or cultural communities
- More spaces for young people to meet and be creative
- More opportunities for film, AR/VR, graphic design and technology aimed at young people
- Improve opportunities for cultural volunteerism
- Continue to develop technology awareness and use within facilities and nursing homes for people with a disability and over 55's

FACILITIES

- "Facilities provide opportunity for facilitated enquiry and learning , from birth to old age across people's lives; and not just through formal education structures, but also through well-supported libraries and community learning centres"
- "Public spaces and buildings are aesthetically designed and actively curated to enhance the emotional wellbeing of people, including by involving local people in that design and curation"
- "Initiatives and infrastructure help to develop a greater sense of community and sense of place"
- "Libraries need major makeovers inside and out. Carpet at Wangi Library is nearly 20 years old and really noticed the comparison with our beautiful Art Gallery compared to the libraries"
- "Provide more resources for libraries to improve access with apps and helping and app development"
- "Libraries as creative spaces to seed projects"
- "Morisset Library desperately needs new premises - if the Memorial Hall redevelopment issue is holding things up, then FIND ANOTHER LOCATION! It's the most poorly housed library I've used in many years, despite having great staff"
- "Not enough public art"
- "Need to utilise existing facilities more- like the library for poetry nights etc"
- "Like to see more community art displayed in local libraries, offer photography courses (including how to digitise photos, how to care for and restore photos), printing, drawing, craft courses in local libraries, displays of historic items are always popular"
- "Need more workshop spaces"
- "I'd like to see council backing something like community hubs that are interesting/attractive places to be, to meet and to participate in activities"

HISTORY AND HERITAGE

- "As a community we need to be more sustainable approach to our collections and associations for the next 10 years"
- "Improve collection management practices for artefacts and objects"
- "Expand the community heritage website"
- "Lake Mac needs a heritage app so both locals and visitors can find out about our heritage, visit heritage places and contribute to knowledge about our heritage"
- "Involve local stories in developing our community"

YOUTH PROGRAMS

- "More young child friendly art or music experience that don't cost a fortune"
- "More one off activities where you don't have to sign up for a whole term that are really engaging and not necessarily things I can do at home"
- "More primary school aged activities in school holidays to engage local kids in community - better advertised"
- "Feel there should be more events of various types for children to encourage them to enjoy music and art. Libraries need longer hours and events for children....not just a few days in school holidays"
- "Improve communication with groups in the community"
- "Maker Spaces in libraries"

PUBLICATIONS AND RESEARCH

Review of 2011 – 2016 Library Service Delivery Model Report recommendations

Brand activation guide - Ellis Jones November 2016 (D08166043)

Future of Libraries (ARUP)

Lake Mac Libraries Report from Sticky Digital (D08729755)

Library Statistics – 19 July 2018 (D08969028)

Library Strategic Planning Workshop – 26 July 2018



REFERENCES

ABS Publication - 4228.0 - Programme for the International Assessment of Adult Competencies, Australia, 2011-12

<http://www.abs.gov.au/AUSSTATS/abs@.nsf/Latestproducts/4228.0Main%20Features202011-12?opendocument&tabname=Summary&prodno=4228.0&issue=2011-12&num=&view=>

ABS Publication - 4240.0 - Preschool Education, Australia, 2017

<http://www.abs.gov.au/ausstats/abs@.nsf/Latestproducts/4240.0Main%20Features32017?opendocument&tabname=Summary&prodno=4240.0&issue=2017&num=&view=>

A Framework for Australian universities and public libraries supporting regional and remote students (D09041799)

Auckland Libraries Tekauoa – Future Directions 2013-2023 (D08224010)

Early Literacy and Language in NSW Public Libraries: Framework for developing and evaluating early literacy sessions (D09036252)

Early Literacy and Language review of research with implications for early literacy programs at NSW public libraries (D09036264)

Early Literacy and NSW Public Libraries Infographic (D0906261)

IFLA Global Vision Summary – Top ten highlights and opportunities (D09036109)

IFLA Trend Report – (D09036118)

Kids in Communities Study – Community Profile (D09017432)

Monash Public Library Service Strategy 2015-2018 – (D08233120)

SUMMARY

**ACTIONS ACHIEVED/OUTSTANDING FROM THE
LIBRARY SERVICE DELIVERY MODEL 2011-2016**



Library Service Delivery Model 2011-2016	Status May 2017
Modify the staffing structure to create a whole-of-service approach rather than a branch perspective.	Completed
From the current administration and technical services 'pool' of positions, appoint a Change Management Team (2-3 people) with responsibility for considering this review's suggestions and developing processes to implement its recommendations.	Completed
Focus on developing an Aged Persons' Strategy and a Youth Services Strategy and allocate adequate resources including staff to work with community groups to deliver desired outcomes.	Completed
Continue with current activities and programs; promote them more widely and involve branch staff in the development of activities appropriate for their local communities. Retain the current Promotions and Marketing Team to assist with this process.	Completed
Adopt membership, customer satisfaction, attendance at programs and activities, loans, visits and website visits as the key performance measures for the overall library service and set individual branch targets for these KPIs	Completed
Conduct an extensive review of the physical collection, including the stack collection, discarding infrequently used material, then implement RFID (radio-frequency identification system) for tagging and scanning library items at all branches. Float the collection (items are accepted into the collection at the branch to which they are returned, refreshing the collection in accordance with customer preferences and promoting wider choice).	Completed
Discontinue charging for items requested from other branches and implement fines for the late return of borrowed items.	Completed
Investigate the costs and benefits of joining relevant purchasing and service delivery consortia, beginning with the SWIFT Consortium. SWIFT is a co-operative group of Victorian and NSW libraries sharing the same library technology, purchasing arrangements and management information. Ramp up the adoption of Web 2.0 technologies for interacting with customers.	Completed
Adopt the planning framework based on the different library types (full service, lifestyle, shopfront or neighbourhood, electronic self-service, community-managed, and web branch or virtual library) described in Section 2. Suggested start date: 2012.	Completed
c) Relocate Edgeworth as a new shopfront library in the Cameron Park area. Sell current Edgeworth site. Suggested date: 2014.	No longer relevant
f) Replace the Speers Point library with a shopfront style service point in 2013; review when Glendale opens in 2016.	Library refurbished.
h) Purchase two smaller, manoeuvrable mobile library vehicles and sell the current articulated vehicle at the end of the lease period.	Completed One van purchased



STUDY HELP

LAKE MAC LIBRARIES

STRATEGIC/BUSINESS PLAN

2019–2024

Prepared by Lake Macquarie City Council

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