



 **YOUR  
LIBRARY**  
EASTERN REGIONAL LIBRARIES

**2021 – 2025**



## The role of libraries

Libraries have maintained their traditional focus on literacy and learning but have now embraced their roles as crucial social infrastructure for community wellbeing in a much more sophisticated and overt way, and see themselves as part of an overall learning, literacy, entertainment and wellbeing landscape.

Libraries are places to empower future engaged, informed and active citizens.

Libraries should cultivate independent thought, and create mechanisms to ensure that everyone has access to life-long learning opportunities.

ERL will expand its role in supporting traditional literacy to all literacies in the 2021-2025 period by working with our staff to shape all our endeavours through the literacy lens.

***Every person who walks through our doors has an ambition. It starts with books and reading, then expands out to larger concepts of literacy and life-long learning.***

## Literacy

Literacy refers to the ability to read and write at a level whereby individuals can effectively understand and use written communication in all media (print or electronic). Digital literacy is the ability to navigate technology to access the information and communication channels required for full participation in society.

Literacy is also understanding, evaluating, using and engaging with concepts to achieve one's goals and to develop one's knowledge and potential. There are many literacies required to successfully engage with life in a Western democracy. A pertinent example is Health Literacy, which is the ability to find, interpret evaluate and apply health information to best support well-being.

Literacy is about acquiring the tools and skills – be they basic literacy and numeracy or more elaborate knowledge – that will enable people to think and act more consciously and critically.

***The joy of reading, literacy and life-long learning is a page-turner and life-giver in the hands of the people. It enables them to change narratives, not just for themselves, but for the whole community.***





## Your Library Corporation

Eastern Regional Libraries Corporation [ERLC] provides library services to Knox City Council, Maroondah City Council and Yarra Ranges Council.

Together the three municipalities cover a large geographic area in the outer metropolitan area of Melbourne. There is a diverse range of communities with a combined population of 440,136, as follows:

Municipality	Population	Area
<b>Knox</b>	162,116	113.8 km <sup>2</sup>
<b>Maroondah</b>	118,558	61.4 km <sup>2</sup>
<b>Yarra Ranges</b>	159,462	2,500 km <sup>2</sup>



ERLC was established in 1996 by the Member Councils in accordance with the Local Government Act 1989, section 196. The Board governs the Corporation in accordance with the relevant provisions of the Local Government Act 1989, the Regional Library Agreement and other adopted policies and procedures.

The Board is made up of two nominated Councillors from each of the Member Councils. The day-to-day management of the Corporation is the responsibility of the Chief Executive, supported by his Corporate Management Team.

## Your Library Board

 <b>Cr Yvonne Allred</b> Knox City Council	 <b>Cr Tasa Damante</b> Maroondah City Council	 <b>Cr Len Cox</b> Yarra Ranges Council
 <b>Cr Marcia Timmers-Leitch</b> Knox City Council	 <b>Cr Kylie Spears</b> Maroondah City Council	 <b>Cr David Eastham</b> Yarra Ranges Council





## Strategic planning framework

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In accordance with the Local Government Act 1989 (the LGA), the Board must approve a Library Plan within the period of 6 months after each general election or by the next 30 June, whichever is later.

The Corporation has developed a four-year Library Plan, a six-year Strategic Resource Plan (SRP) and a Long-term Financial Strategy (LTFS).

The Board develops the Library Plan, SRP and LTFS: by identifying community needs and aspirations through a bi-annual survey; ad-hoc community feedback via 'Your Comments Count'; through advice from its officers on broader library services and infrastructure trends; and taking into account the reviews undertaken by its Member Councils in relation to their individual library services and infrastructure.

## Linkage to other plans and reviews

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This section describes how the Library Plan links to the achievement of the Annual Budget, the Strategic Resource Plan and Member Councils' reviews in relation to library services and infrastructure within an overall planning framework.

## Council plans and strategies

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The Library Plan takes into account Member Council's adopted plans and strategies, in addition to the following specific library plans strategies and outcomes:

<b>Knox City Council</b>	Library Services Plan
<b>Maroondah City Council</b>	Realm & Croydon Civic Precinct Redevelopment
<b>Yarra Ranges Council</b>	Library Strategy & Yarra Ranges Mobile Library Service Review

**Knox City Council** undertook an internal service plan review of its library services in 2015/16 and this will impact on future service delivery. 26 'actions' were developed, reviewed and undertaken as an outcome of the service review.

Major infrastructure projects that will impact the library service include the relocation of the Knox City Shopping Centre branch (including colocation with Council's Youth Services) and reviews of Boronia and Ferntree Gully Community Libraries.

**Maroondah City Council** relocated the Ringwood branch library in 2015 to form part of the fantastic Realm development. This significant development provided an opportunity to review the Corporation's staffing levels through utilising returns handling RFID infrastructure, and importantly the collocation with Council's customer services which now handles initial customer contact through its 'concierge' model. These changes have improved the types and levels of services offered to Maroondah residents.

A major review of the Croydon Civic Precinct is underway and this will impact the type and level of library services that are delivered on behalf of the Council in the new Community Wellbeing Hub.

**Yarra Ranges Council** has undertaken a review of its library services, both static branches and mobile libraries, and this had an impact on the type and level of services to be delivered to its residents.

Major infrastructure projects that have impacted the library service include the relocation of the Lilydale branch to the Box Hill Institute Campus, and the opening of the refurbished Montrose Town Centre where ERLC is playing a greater management role.





## Member councils' action plans

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An individual Action Plan based on the 'Your Library' Plan will be agreed upon with each Member Council when they have adopted their Council Plans. These plans will provide individual Council focused outputs and outcomes during the four years of the 'Your Library' Plan.

## Business Continuity Plan

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In 2020 library services like other businesses faced an unprecedented challenge with the impact of COVID 19. While ERL responded magnificently to the challenge, it has become clear that a Business Continuity Plan is required that captures our learnings to date and has a detailed methodology in place that responds to any future pandemic or catastrophe. This will be developed in 2021.

## Societal and work trends influencing public libraries

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Significant changes in society and technology place demands on our libraries to support our communities at a time when local government in Victoria is undergoing a constrained fiscal environment. While the Corporation has internally changed the way it works and manages its resources in this new environment (e.g. increased efficiency through technology, increased emphasis on evaluation and advocacy), the major drivers of change in the provision of library services over the next five to ten years will come from outside the library sector.

Some of the more significant external impacts on public libraries may include:

- access to technology and digital literacy skills are now integral to effective participation in society, access to government services and information, and engagement with learning and community activities.
- managing the deluge of unfiltered information when many people, including the digital natives and millennials, do not have the information management and discovery skills to match their ability to access information online.
- the move from an industrial to a knowledge economy (evidenced by the focus on STEM/STEAM throughout the education sector) and the demand for people entering and moving through the workforce to have the necessary 21st-century literacy skills (including digital literacy), at the same time as Australia's international rankings in early years, youth and adult literacy are falling.
- the desire of people who are constantly connected to find a place and space where they can take time to unplug from technology and reflect and recharge.
- demographic transformation which is seeing:
  - increasing cultural and ethnic diversity and a greater number of languages spoken across communities, accompanied by greater demand for libraries to offer English language programs.
  - The Australian population is ageing, with older Australians a growing proportion of the total population. In 2017, 15% of Australians (3.8 million) were aged 65 and over; this proportion is projected to grow steadily over the coming decades, leading to a need to ensure that older adults are given opportunities for involvement in the social, learning and creative life of their communities.
  - the quest for local identity and culture in a globalised world, and the need for communities to find places where they can come together, reflect, learn, share, create and grow.
- Careers that have a focus on helping humans live their healthiest lives will be the biggest trend. The careers predicted to be in demand in the future include: Health and Wellbeing, Mental Health Workers, Geriatric Care, Physician Assistants, Virtual Influencer 'Teams' and Robotic to Human Experts

***The Corporation must endeavour to operate in the milieu of these societal and work changes, while dealing with the fiscal constraints placed on our Member Councils.***





## Future of public library services

Acknowledging these societal and work trends, public libraries are transitioning from a passive, product-based environment, to delivering active, service-based experiences. The changing nature of libraries is captured in the following table:

Information Age – Product Based	Knowledge Society – Service Based
<ul style="list-style-type: none"> <li>● Bringing information to the community</li> <li>● Expert in finding the right piece of information</li> <li>● Platform for searching and finding</li> <li>● Physical media and text dominate</li> <li>● Circulating physical collections</li> <li>● Collecting and preserving local content</li> <li>● Purchasing and owning collections</li> <li>● Describing and organising information held in the library</li> <li>● Place of consumption of knowledge</li> <li>● Stand-alone library</li> <li>● A place primarily for housing collections</li> <li>● Services developed with customer focus</li> <li>● Librarians as keepers of knowledge</li> <li>● Physical spaces</li> </ul>	<ul style="list-style-type: none"> <li>✓ Pushing information to the community</li> <li>✓ Expert in curating and putting content in context</li> <li>✓ Platform for creating and innovating</li> <li>✓ Digital media and multimedia dominate</li> <li>✓ Facilitating access to digital content</li> <li>✓ Creating and sharing local content for reuse</li> <li>✓ Purchasing access to digital content</li> <li>✓ Working with users to enrich and link information beyond the library’s walls</li> <li>✓ Place for creating new knowledge</li> <li>✓ Multi-purpose facility - hubs</li> <li>✓ A place for people engagement</li> <li>✓ Services developed with customer involvement</li> <li>✓ Librarians as enablers and teachers of skills</li> <li>✓ Physical, virtual, ubiquitous and mobile spaces</li> </ul>

***Public Libraries offer far more than a transactional service. They are a platform for our communities to build a better future for themselves.***





## How will we meet these challenges and opportunities?

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### **Our Vision**

Literacy and access for all – no one left behind!

### **Our Mission**

To continuously deliver excellent services

### **We Value**

- **Integrity** – Acting with honesty and honour without compromising the truth
- **Commitment** - Great products, services, and other initiatives that impact lives within and outside the organization
- **Community** – Contributing to society and demonstrating corporate and social responsibility.
- **Diversity** – respecting the cultural and linguistic diversity and of our staff and communities
- **Empowerment & Innovation** – Encouraging employees to take initiative and giving their best. Adopting an error-embracing environment to empower employees to lead and make decisions that have the potential to improve library services for our communities

### **Next four years**

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In the next four years ERL will continue to provide:

- Improved and welcoming community spaces.
- Integrated online catalogues and circulation systems.
- Books, Magazines, CDs, DVDs and other media as well as lifestyle items e.g. energy monitors.
- Access to electronic resources and e-books.
- Training, tools and equipment to bridge the digital divide, access the Internet, including free WiFi.
- Programs in support of literacy and lifelong learning, and in particular supporting STEM/STEAM initiatives.
- Materials and programming in languages other than English (limited).
- Opening hours on five, six or seven days a week (subject to funding).
- Targeted community outreach and initiating new, and nurturing existing, partnerships with other agencies who support our local communities.
- Skilled staff to assist our members and users access resources that meet their needs.

***Innovation and creative problem solving will be critical as people need to learn new skills and develop new business opportunities. Technology will drive many of the new business and work opportunities.***





## Transitioning our library services

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The extended role of our libraries for the foreseeable future is:

- ✓ Fostering the joy of reading and acquiring knowledge
- ✓ Support the development of literacy in all its forms.
- ✓ Providing opportunities and spaces for individual and community health and wellbeing in partnership with our Member Councils and other organisations
- ✓ Enabling independent lifelong learning, research and innovation.
- ✓ Supporting local businesses (e.g. training and access to resources in partnership with our Member Councils).
- ✓ Collecting, creating and making available local content and history - a strong local history collection in digital formats
- ✓ Creating formal and informal spaces that allow for:
  - learning/training spaces, communal meetings and workshop facilities.
  - chill-out spaces to escape the '**noise**' of everyday life
  - a community 'living room' feel that might include café area/catering - providing a relaxed drawcard for locals to linger and interact.
  -
- ✓ Contributing to and facilitating local community COVID19 recovery efforts in partnership with our Member Councils and other organisations

and most importantly:

- ✓ Providing community grounded services (virtual and physical) for all, in places that are at the '**heart of local communities**'.

## How do we approach what we do?

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ERLC is committed to happy and satisfied customers. Through a relevant program of services, events and places, ERLC makes an important contribution to community strengthening and connecting people.

ERLC partners with Councils, community groups and other organizations to ensure that our communities and visitors to our region can participate in, and enjoy, local libraries. Partnerships with our Member Councils reflect the aims and objectives of individual Council Plans.

Libraries play a vital role in lifelong learning through the provision of facilities, resources, training and programs. ERLC has a strong philosophical commitment to encourage and support lifelong learning in our communities.

We strive for continuous improvement and innovation that will enhance the experiences of, and services to, our communities.

***Libraries play a key role in the delivery of the social, economic, environmental, cultural, and health and wellbeing outcomes for our communities.***





## **Goal: literacy for all, reading for pleasure**

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Literacy, the ability to read and comprehend text, is strongly correlated with educational success and economic wellbeing, and is the core skill required to fully take part in modern life.

People are not born with the ability to read, and literacy is a skill that must be learned. Like all skills, it is maintained and improved by practice, and the more you practice the easier it gets, and the more you get out of it.

Research indicates that improving individual literacy improves economic outcomes for those individuals. Functional literacy is a building block for other literacies (e.g. digital, democratic, financial, health, numerical, social).

Without an adequate level of literacy, everything is a greater struggle, and participation as a citizen is inevitably limited.

As one of the few places people can access without spending any money libraries can play a vital role in reaching both the socially and digitally excluded; however, the library needs to foster greater understanding within our Member Councils and our communities of what the library service does and can do for people.

This will require effective communication and engagement with our Member Councils and the general public.

As the frontline of our service, all staff need ongoing training to maintain their skills in a constantly and swiftly changing digital environment.



***Access to technology and digital literacy skills are now integral to effective participation in society, access to government services, and engagement with learning and community activities.***





<b>ACTIONS</b>			
<p><b>More readers</b></p> <p>Campaigns to increase the numbers of active readers by providing more of what people want to read</p> <p>Making it easy to join and borrow materials online</p> <p>Providing tutorials to help people download items to their devices</p> <p>Removing barriers to reading such as streamlining membership onboarding processes</p>	<p><b>More readers reading more</b></p> <p>Collections that entice and inspire</p> <p>Broadening the scope and range of collections, particularly eCollections</p> <p>Reader development and readers advisory initiatives (book groups, author talks, online reading groups, bibliotherapy etc.) that encourage people to expand their reading horizons, knowledge and understanding</p> <p>Engaging with research to understand why people read or do not read, and develop activities to encourage more reading</p>	<p><b>Digital inclusion</b></p> <p>Free public access to the internet and Wi-Fi</p> <p>Access to devices (e.g. laptops, iPads, etc.)</p> <p>Information and digital literacy programmes including online and face-to-face support from library staff</p> <p>Participating with NGOs and government agencies in programmes to improve digital access and citizenship</p>	<p><b>Every child a reader</b></p> <p>Programmes that stimulate language and literacy development from babyhood</p> <p>Parents and caregivers supported to read to their children</p> <p>Recognition that play stimulates learning and literacy e.g. play spaces in libraries</p> <p>Great collections for children and young people</p>
<p><b>Outcomes</b></p>	<ul style="list-style-type: none"> <li>● Increased literacy</li> <li>● Best start in life for children</li> <li>● Greater fairness and equity of access</li> <li>● Digital inclusion and cyber safety</li> <li>● More informed decision making</li> </ul>		
<p><b>Measures</b></p>	<ul style="list-style-type: none"> <li>● Numbers of new members and active members per annum</li> <li>● Members per capita</li> <li>● Items loaned per capita (physical and digital)</li> <li>● Size of and spend on collections per capita</li> <li>● Numbers of, and attendance at, literacy programmes</li> <li>● Satisfaction with literacy programmes</li> <li>● Turnover of collections and eResources</li> </ul>		



## **Goal - people connected to knowledge and each other**

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Libraries are inclusive places for all, whatever a person's social, economic, religious, political, or ethnic status.

The physical space of libraries has changed dramatically over the past two decades becoming places for people to connect with one another and with ideas, stories, and experiences to grow knowledge and understanding.

Libraries can improve people's health and wellbeing through:

- Delivering health and wellbeing programs and talks in partnership with Member Councils and other organisations
- Ensuring library programs provide an opportunity for connection
- Combating isolation and mental health issues, such as gambling, by providing a safe haven
- Assisting people to access essential services provided by all levels of government
- Providing physical and online resources from trusted providers on health and wellbeing issues
- Provide training on trusted sources of information
- Providing '**chill out**' spaces to escape the '**noise**' of everyday life



***The desire of people who are constantly connected to find a place and space where they can take time to unplug from technology and reflect and recharge.***



ACTIONS		
<p><b>Valuing diversity</b></p> <p>Public programmes that engage communities and celebrate their diversity</p> <p>Co-host events with the community on topical issues and festivals, e.g. Pride festival</p> <p>Provide programmes for new migrants and newcomers to the area to introduce them to the library and the community</p> <p>Provide programmes and opportunities for those who are socially, mentally, or physically challenged / disadvantaged, e.g. homeless people, those on the autism spectrum, those with Alzheimer's</p> <p>Ensure collections reflect the widest possible range of interests and perspectives</p>	<p><b>Creative, safe spaces</b></p> <p>New library buildings or refurbishments must ensure spaces for people are maximised, adaptive as needs change, and involve the community co-design</p> <p>Where practicable and safe libraries should be accessible 24/7</p> <p>Encourage gender-neutral signage (e.g. toilets, baby change rooms)</p> <p>Encourage use of library spaces for debate, performance, and creative endeavour</p> <p>Create safe online environments for people who may feel uncomfortable in the library</p> <p>Provide "quiet times" in the library to assist customers who might otherwise experience sensory overload (dimming lights, turning down screens on self-checks, etc.)</p> <p>Providing 'chill out' spaces to escape the 'noise' of everyday life</p>	<p><b>Community outreach</b></p> <p>Revitalise and rethink traditional outreach activities to deliver a wider range of library services to communities and events</p> <p>Work with social housing providers to deliver digital programmes (share books, offer device assistance)</p> <p>Take library resources and programmes to other community venues, such as community and recreation centres</p> <p>Provide opportunities for online connection for those who live remote from a physical library</p> <p>Develop a business continuity plan that will facilitate the delivery of ongoing services both electronically and tangibly in the event of a pandemic or catastrophe e.g. Click 'n' Collect, Click for Home Delivery, etc.</p>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>● Greater social cohesion and reduced isolation</li> <li>● A more tolerant and inclusive society</li> <li>● Connected communities and strengthened democracy</li> </ul>	
<b>Measures</b>	<ul style="list-style-type: none"> <li>● Space per capita using a population-based calculator</li> <li>● Community outreach activities (number of)</li> <li>● Customer satisfaction scan (annual)</li> <li>● Alignment with Member Councils' wellbeing indicators frameworks</li> </ul>	





## **Goal - creative learning, a rehearsal for life**

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Libraries are informal learning places and are an essential component of the learning ecosystem.

Once a person leaves the formal educational system it can be difficult to find opportunities to learn in a practical, enjoyable, and fun way.

Libraries provide opportunities for individual learning and creativity and this will be even more important as the eastern region looks to rebuild its economy post COVID-19.

Library staff are key to developing and delivering quality services. Staff need to be digitally literate, with excellent problem solving and customer service skills.

# STEAM



***The move is from an industrial to a knowledge economy (STEM/STEAM) and the demand is for people entering and moving through the workforce to have the necessary 21st-century literacy skills (including digital literacy), at the same time as Australia's international rankings on early years, youth and adult literacy are falling.***





<b>ACTIONS</b>		
<p><b>Accessible Technologies</b></p> <p>3D printers, VR headsets, robots, and other emerging technologies available in libraries</p> <p>Borrowable tech and maker kits along with resources to support learning and use in the home</p> <p>Partnerships with digital and IT companies/organisations to deliver programmes with more impact</p> <p>Providing technologies that make it possible and easy for those with a disability to access technology, e.g. screen reader technologies for the sight-impaired</p>	<p><b>Learning opportunities</b></p> <p>Programmes, events, workshops, and tutorials to support learning aligned with community needs</p> <p>Support for young people's learning through play and 'doing', e.g. gaming and coding workshops</p> <p>Places for study and group working</p> <p>Online databases and collections that support learning and information needs for reliable, quality content</p> <p>Partnership with similar agencies to deliver greater collective impact e.g. neighbourhood houses/Learn Locals</p>	<p><b>Support for jobs and business</b></p> <p>Support for job seekers online (help with CV and online applications)</p> <p>Provision of co-working spaces where practicable</p> <p>Working with local economic development agencies and business associations to provide resources, services, and spaces for business activities</p>
<p><b>Outcomes</b></p>	<ul style="list-style-type: none"> <li>● Improved job prospects for our young people and unemployed</li> <li>● New skills leading to new opportunities</li> <li>● Increased numbers involved in learning</li> <li>● Increased library use by underrepresented communities</li> </ul>	
<p><b>Measures</b></p>	<ul style="list-style-type: none"> <li>● Attendance numbers at learning programmes</li> <li>● Satisfaction with learning programmes</li> <li>● Satisfaction with a range of technology options</li> <li>● Improved segmentation of community to meet a diversity of needs</li> </ul>	

***Libraries provide a framework for lifting the game, of looking beyond the known and unknown with courage and foresight, into what is possible.***





### Goal ~ retaining, recruiting highly motivated staff

ERL will start by identifying what aspects of culture and strategy it wants to emphasize in a role, and then seeking those out in candidates.

Employee development and education are an important part of our staff retention. Our corporate training will be designed to help foster the acquisition of new skills, new technologies or new processes. Through tuition reimbursement from outside courses or study leave, furthering our employees' education can help them feel valued and invested in ERL.

ERL believes in an increasing returns model; the longer someone's with ERL, the more productive they become over time. This is a long game, and ERL will take steps to ensure each employee is engaged with and part of the Corporation's ongoing success.



**Knowledge of digital tools, apps, devices, content sources, getting the best from search engines and discovery tools will become core to delivering services, when face to face time may be limited.**





<b>ACTIONS</b>		
<p><b>Retaining &amp; recruiting</b></p> <p>Provide opportunities for acting roles</p> <p>Hire staff to reflect the makeup of the community and with a second language as a priority</p> <p>Implement a robust system of evaluation to ensure all managers and staff have the competencies, resources and experience to deliver excellent library service</p> <p>Employ, in addition, to appropriately qualified staff for core library services (such as reference services, collection development and technical services) specialist staff with non-library related qualifications to enrich and support library programs or functions (e.g. literacy, information technology, youth work, education, marketing and administration, community liaison).</p> <p>Facilitate a planned induction and orientation program for all new staff and staff who have changed positions</p>	<p><b>Awareness</b></p> <p>Provide diversity and ability awareness training for communicating with library members and users, including persons with physical and mental disabilities.</p> <p>Pride cultural awareness training for meeting the service needs of those from diverse cultural backgrounds e.g. our Indigenous communities, adult new readers, and individuals speaking languages other than English e.g. CALD communities</p> <p>Encourage staff to expand their library and cross-sectoral networks, and further their professional development by reading, online exchange of ideas, and by attending courses, conferences, and meetings.</p> <p>Participate in state-wide projects and training facilitated by State Library Victoria</p>	<p><b>Training for our staff</b></p> <p>Maintain a process of continuing professional education on a formal basis, which is augmented by informal skills transfer, mentoring and information sessions for staff.</p> <p>Provide initial and 'refreshed' customer service training for all staff.</p> <p>Ongoing information and digital literacy training [including self-paced online]</p> <p>Ongoing problem solving and customer service skills training [including self-paced online]</p> <p>Reader development and readers advisory training</p> <p>Encourage job rotation and staff exchanges as a means of facilitating training and development, especially for staff in small branch libraries</p>
<p><b>Outcomes</b></p>	<p>Motivated and skilled staff who are diversity and culturally aware and highly regarded by our communities</p>	
<p><b>Measures</b></p>	<p>The following are undertaken:</p> <ul style="list-style-type: none"> <li>● Short targeted surveys – vox populi</li> <li>● Biennial omnibus survey</li> <li>● Feedback from social media and our contact and feedback forms</li> </ul>	

***Library staff are key to developing and delivering quality services. Staff need to be digitally literate, with excellent problem solving and customer service skills.***





## **Goal ~ promoting, measuring & evaluating for continuous improvement**

Ensure all our programs have identified objectives so we know if we are achieving our goals rather than doing 'what we've always done'

Promote our many programs and services using all available media. Social media is a rapidly changing environment and we need to communicate with our users and potential users where they are (rather than where we are).

Prepare reports, media releases, social media posts\*, etc. to demonstrate the differences that our services, programs and places make in the lives of individuals and the wellbeing of the community.

Undertake surveys to monitor and evaluate the impact on participants and the community, and the influence on library usage.



***A public library today is a focal point, a centre for the whole community and its visitors, a meeting place, a site for education, a source of inspiration and innovation, a connection to the wider world, a democratic place for sharing knowledge, experience and opinion.***





<b>ACTIONS</b>		
<p><b>Reporting</b></p> <p>Provide quarterly Board Reports that demonstrate the outputs and outcomes from the services delivered, including:</p> <ul style="list-style-type: none"> <li>▪ loans, visits and membership</li> <li>▪ public PC &amp; WiFi usage</li> <li>▪ number of programs delivered</li> <li>▪ number of participants in programs, activities and events</li> <li>▪ number of participants trained</li> <li>▪ participant satisfaction from surveys or other feedback</li> </ul> <p>Publish an Annual Report of the activities undertaken</p>	<p><b>Feedback</b></p> <p>Provide opportunities to measure our performance and outcomes through:</p> <ul style="list-style-type: none"> <li>▪ Online feedback page on our website</li> <li>▪ Hard copy feedback forms in every branch</li> <li>▪ Short targeted surveys to assess the impact of the service delivered e.g. after a program or activity</li> <li>▪ Short targeted surveys online – vox populi</li> <li>▪ A biennial omnibus survey to capture feedback on all the services offered by the Corporation</li> </ul>	<p><b>Create awareness of library services and activities</b></p> <p>Promote our many programs and services through using different hard and soft media (incl. virtual networks and social media)</p> <p>Participate in various community events and gatherings, partnerships and networks</p>
<p><b>Outcomes</b></p>	<p>A greater understanding within our Member Councils and our communities of what the library service does and can do for people</p> <p>Programs delivered based on community feedback/needs</p>	
<p><b>Measures</b></p>	<p>The following are undertaken:</p> <ul style="list-style-type: none"> <li>● Quarterly &amp; Annual Reports</li> <li>● Short targeted surveys &amp; a biennial omnibus survey</li> <li>● Social Media - Number of:             <ol style="list-style-type: none"> <li>1. Likes &amp; Shares</li> <li>2. Audience Growth/Rate of Followers</li> <li>3. Followers vs. Following Ratio</li> <li>4. Active Fans</li> <li>5. Clicks Per Post</li> <li>6. Organic vs. Paid Results</li> </ol> </li> </ul>	

***It is time to change how society perceives and uses libraries. It is time to empower people with their right to access resources, free training, technology, community events, and of course, books.***

