

VML:MB  
Vicki Lukritz  
3810 6221

14 June 2018

Sir/Madam

Notice is hereby given that a Meeting of the **LIBRARIES AND TOURISM COMMITTEE** is to be held in the **Council Chambers** on the 2nd Floor of the Council Administration Building, 45 Roderick Street, Ipswich commencing at **11.30 am or 10 minutes after the conclusion of the Conservation and Environment Committee, whichever is the earlier** on **Monday, 18 June 2018**.

<b><u>MEMBERS OF THE LIBRARIES AND TOURISM COMMITTEE</u></b>	
Councillor Pahlke ( <b>Chairperson</b> ) Councillor Ireland ( <b>Deputy Chairperson</b> )	Councillor Wendt ( <b>Acting Mayor</b> ) Councillor Pisasale Councillor Stoneman

Yours faithfully

**CHIEF EXECUTIVE OFFICER**

## LIBRARIES AND TOURISM COMMITTEE AGENDA

11.30 am or 10 minutes after the conclusion of the Conservation and Environment Committee, whichever is the earlier on **Monday,**

18 June 2018

Council Chambers

Item No.	Item Title	Officer
1	<a href="#">Cocktail Hour with Samuel Johnson</a>	LSM
2	<a href="#">High Tea with Friends</a>	LSM
3	<a href="#">Library Strategy Review</a>	LSM
4	<a href="#">**Library Pod Location</a>	LSM
5	<a href="#">Winternationals 2018 Post Event Summary</a>	TDM

\*\* Item includes confidential papers

**LIBRARIES AND TOURISM COMMITTEE NO. 2018(06)**

**18 JUNE 2018**

AGENDA

1. **COCKTAIL HOUR WITH SAMUEL JOHNSON**

With reference to a report by the Library Services Manager dated 30 May 2018 regarding the Ipswich Libraries Cocktail Hour with Samuel Johnson event.

**RECOMMENDATION**

That the report be received and the contents noted.

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2. **HIGH TEA WITH FRIENDS**

With reference to a report by the Library Services Manager dated 30 May 2018 concerning the Friends of Ipswich Libraries (FOILS) High Tea with Friends event.

**RECOMMENDATION**

That the report be received and the contents noted.

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3. **LIBRARY REVIEW STRATEGY**

With reference to a report by the Library Services Manager dated 1 June 2018 regarding a review of the Ipswich Library and Information Service Coping with Growth 2008–2026 strategy.

**RECOMMENDATION**

- A. That Council approach the market in August 2018 to engage an independent industry consultant to conduct a review of the *Ipswich Library and Information Service Coping with Growth 2008–2026* strategy.
  - B. That a community consultation and research process be conducted concurrently to determine the priorities of the community with regards to community facilities and library services.
- 

4. **\*\*LIBRARY POD LOCATION**

With reference to a report by the Library Services Manager dated 11 June 2018 regarding the deployment location of the prototype Library Pod.

RECOMMENDATION

That Council provide direction on the preferred location for the deployment of the Library Pod prototype.

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5. WINTERNATIONALS 2018 POST EVENT SUMMARY

With reference to a report by the Tourism Development Manager dated 8 June 2018 concerning the Winternationals 2018 Post Event Summary.

RECOMMENDATION

- A. That the report concerning the Winternationals 2018 Post Event Summary be received and the contents noted.
  - B. That the Tourism Development Branch, in consultation with the Mayor and Chairperson of the Libraries and Tourism Committee, continue to investigate ways to partner with and improve the Winternationals event experience to the best of its potential.
- 

\*\* Item includes confidential papers

and any other items as considered necessary.

<b>Libraries and Tourism Committee</b>	
Mtg Date: 18.06.2018	OAR: YES
<b>Authorisation:</b> Caroline McMahon	

30 May 2018

**MEMORANDUM**

TO: CHIEF OPERATING OFFICER  
(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)

FROM: LIBRARY SERVICES MANAGER

RE: COCKTAIL HOUR WITH SAMUEL JOHNSON

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**INTRODUCTION:**

This is a report by the Library Services Manager dated 30 May 2018 regarding the Ipswich Libraries Cocktail Hour with Samuel Johnson event.

**BACKGROUND:**

Cocktail Hour is a premier event series featuring high profile authors and media personalities held quarterly on The Mezzanine at Ipswich Central Library. On Friday, 27 April 2018 the guest speaker was Samuel Johnson OAM, award winning actor, advocate and author.

From his roles in *The Secret Life of Us* and *Molly* to his Gold Logie win, Samuel Johnson is one of Australia's most popular and respected television personalities. Outside of showbiz, Samuel established the charity *Love Your Sister*, with his late sister Connie, and his autobiography of the same name is a unique and unforgettable story. He was awarded a Medal of the Order of Australia for his inspirational advocacy and determination to "kick cancer to the kerb".

Samuel began his presentation by producing a small portable picture of his sister Connie, setting the tone for a heartbreaking but optimistic discussion of the impact of cancer on his life. He connected strongly with the audience through humorous accounts of life as an actor – including his early career lessons in defamation law – and his record breaking unicycle ride around Australia. He also shared many heartfelt anecdotes of Connie's own determination to help others beat cancer through her charity work. Samuel's presentation was again faithfully translated by Auslan interpreter, Erin Drummond.

Ipswich Libraries trialled a new ticket registration and allocation process for this Event, with the aim of improving the registration experience for customers and ensuring the library membership of ticket holders. Registration for the random ticket draw was open from Monday, 2 April 2018 to Sunday, 8 April 2018. During this time there were over 900 registrations from the public. Sixty lucky library members were drawn at random and offered two (2) tickets each to the event. Only a handful of these did not reply by the deadline, and these tickets were offered to the community through a secondary draw.

The limiting of VIP complimentary tickets also helped to provide additional opportunities for the community to attend. The lift in public sentiment towards the ticket allocation was evident in public comments on social media, and in staff interactions with customers. In all, 163 guests attended and a show of hands at the event indicated the majority were first time attendees.

As a further promotional initiative, Ipswich Libraries partnered with the Queensland Times to offer two (2) VIP tickets as a lucky prize draw for QT readers.

This was the second Cocktail Hour event for 2018. The series continues on Friday, 3 August 2018 with award winning actor, writer and satirist Shaun Micallef. Well known for his regular television work, Shaun's latest book, *Tales From a Tall Forest*, was released in 2017.

#### **BENEFITS TO COMMUNITY AND CUSTOMERS:**

The Cocktail Hour premier series has rapidly become a very popular event and reflects the library's relevant strategic outcomes for community engagement. Cocktail Hour with Samuel Johnson continued the successful association between high profile special guests and Ipswich Libraries, following Magda Szubanski in February. The Cocktail Hour program continues to offer community members the opportunity to be entertained, inspired and informed by a diverse range of notable presenters.

Cocktail Hour has successfully raised the profile of Ipswich Libraries and the City of Ipswich and positioned the Library as a professional and proficient partner of choice. It is part of the ongoing strategy to increase library membership and attract new community members to the library.

The Ipswich Libraries' Cocktail Hour series contributes to the strategies and outcomes of Council's Advance Ipswich and Corporate Plan 2017-2022 in the following areas:

#### **Advance Ipswich: Goal 1, Strategy 2**

*Provide a full spectrum of life-long learning opportunities, from early learning through to schooling, vocational training and tertiary education that aligns skills and education with emerging employment opportunities.*

- Promote whole-of-life learning opportunities, particularly early learning and adult learning.
- Increased participation in learning opportunities across targeted community groups.

**Caring for Community (Corporate Plan – Goal 3, Strategy 5)**

*Plan and deliver a diverse range of cultural programs to engage the Ipswich community, celebrate Ipswich’s cultural heritage and foster cultural development.*


- Broad community participation in the arts.
- Increased cultural tourism.

**FINANCIAL IMPLICATIONS:**

Costs associated with the Cocktail Hour program are scoped as part of the Public Programming service stream of Ipswich Libraries and funded in the 2017-18 financial year allocation.

Ipswich Libraries will continue to pursue sponsors for future Cocktail Hour events, thereby supplementing costs but continuing to provide equitable access to the event for all library members.

**ATTACHMENT:**

Name of Attachment	Attachment
<a href="#">Attachment A - Cocktail Hour with Samuel Johnson Photographs</a>	 Attachment A - 2018 - Cocktail Hour with S

**CONCLUSION:**

Cocktail Hour with Samuel Johnson was the second in the series for 2018. This Event continues to reinforce the Library’s burgeoning reputation as a dynamic, innovative and inclusive public space. This program continues to draw new audiences to the Library and showcase Ipswich Libraries as a partner of choice.

**RECOMMENDATION:**

That the report be received and the contents noted.

Sylvia Swalling  
**LIBRARY SERVICES MANAGER**

I concur with the recommendation/s contained in this report.

Caroline McMahon  
**CHIEF OPERATING OFFICER (ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)**

**COCKTAIL HOUR WITH SAMUEL JOHNSON**  
**IPSWICH CENTRAL LIBRARY    FRIDAY, 27 APRIL 2018**





<b>Libraries and Tourism Committee</b>	
Mtg Date: 18.06.2018	OAR: YES
<b>Authorisation:</b> Caroline McMahon	

30 May 2018

**MEMORANDUM**

(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)

FROM: LIBRARY SERVICES MANAGER

RE: HIGH TEA WITH FRIENDS

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**INTRODUCTION:**

This is a report by the Library Services Manager dated 30 May 2018 concerning the Friends of Ipswich Libraries (FOILS) *High Tea with Friends* event.

**BACKGROUND:**

The Friends of Ipswich Libraries (FOILS) is a group of enthusiastic library supporters whose role is to promote and enhance the Library Service and strengthen its links with the community. In consultation with library staff, members of the FOILS Committee organise a diverse range of community based events and initiatives including Lunch in the Library, Books for Babies, Trivia with Friends, Book sales and fundraising theatre nights.

High Tea with Friends has been a regular feature in the FOILS calendar of events for over five years. Tickets to this Event, which is traditionally held in May in celebration of Mother's Day, are always in high demand. Relocation from the Library Courtyard to the Ipswich Central Library Mezzanine enabled attendance this year to be increased from 60 to 90.

Guests at this year's event enjoyed an array of petit cakes, sandwiches and hot hors d'oeuvres and were entertained with performances by members of the Ipswich Musical Theatre Company. A special and popular feature of the High Tea each year is the Tea Cup competition where guests have the opportunity to share stories of the history behind their tea cup and saucer with prizes for the most interesting story and the oldest tea cup.

**BENEFITS TO COMMUNITY AND CUSTOMERS:**

The High Tea event provides an opportunity for members of the community to engage in a High Tea experience which is affordable and welcoming, with guests being invited to come as a group or join a table. The involvement of the Ipswich Musical Theatre Company strengthens a valuable partnership and link within the local creative community while also contributing to an enriching and entertaining experience for guests.

The High Tea event attracts new audiences to the Library and also raises funds which enable the Friends group to offer further meaningful and engaging programs and initiatives to the Ipswich community.

The Friends of Ipswich Libraries High Tea contributes to the outcomes of Council’s Corporate Plan 2017-2012 in the following strategic priority areas:

**Community Spirit and Wellbeing**

- Fosters the unique sense of belonging and community that defines Ipswich for both residents and visitors.
- Residents of Ipswich communicate and demonstrate a sense of pride and belonging to their community that acknowledges and celebrates their culture, its contribution to community and the wellbeing and equitable access to cultural facilities.

**FINANCIAL IMPLICATIONS:**

Costs associated with the Friends of Ipswich Libraries program of events form part of the Public Programming service stream of Ipswich Libraries and were funded in the 2017-2018 budget allocation. The High Tea was organised on a cost recovery basis with tickets selling for \$20.00 per head.

**CONCLUSION:**

The High Tea with Friends provides a valuable opportunity for community engagement and showcases the Library’s role as a contemporary, entertaining and community focused service. The High Tea effectively brings together members of the Friends group, the wider Ipswich community, local talent and library staff in a highly successful and popular event which is enjoyed by all who attend.

**ATTACHMENT:**

Name of Attachment	Attachment
<a href="#">Attachment A – 2018 FOILS – High Tea - Photos</a>	 Attachement A

**RECOMMENDATION:**

That the report be received and the contents noted.

Sylvia Swalling

**LIBRARY SERVICES MANAGER**

I concur with the recommendation contained in this report.

Caroline McMahon

**CHIEF OPERATING OFFICER**

**(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)**

2018—Friends of Ipswich Libraries — High Tea with Friends



<b>Libraries and Tourism Committee</b>	
Mtg Date: 18.06.2018	OAR: YES
<b>Authorisation:</b> Caroline McMahon	

1 June 2018

**MEMORANDUM**

TO: CHIEF OPERATING OFFICER  
(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)

FROM: LIBRARY SERVICES MANAGER

RE: LIBRARY STRATEGY REVIEW

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**INTRODUCTION:**

This is a report by the Library Services Manager dated 1 June 2018 regarding a review of the Ipswich Library and Information Service Coping with Growth 2008-2026 strategy.

**BACKGROUND:**

In March 2009, Council adopted the *Ipswich Library and Information Service Coping with Growth 2008-2026* (attached as Attachment A) as the basis for forward planning for library facilities.

The *Coping with Growth 2008–2026* strategy was reviewed and approved by Council in October 2010. Further updates of the key principles were endorsed by the Library Working Group in February 2013 and July 2015.

While the key elements of the strategy have been updated and endorsed over the years a substantive review of the strategy as a whole has not been conducted. It has been ten years since the strategy was researched and the Operating Model recommendation was proposed and endorsed. While the strategy has been notably accurate in its projections over the last decade, due to a number of constraints, there has been a series of departures from the strategy which reflect a shift in Council's focus and direction. As a result, it is timely that the strategy be reviewed for alignment to:

- benchmarked methodology (measuring equitable access to library services across the city);
- Council's strategic priorities and value for money outcomes; and
- community need.


**BENEFITS TO COMMUNITY AND CUSTOMERS:**

Local sentiment for public library use is strong, even among community members who may not use the library themselves but support access to library services for everyone. Council is committed to the sustainable future of public library services for all residents.

**CONCLUSION:**

The *Ipswich Library and Information Service Coping with Growth 2008-2026* strategy was developed in 2008 on the basis of best practice methodology and growth forecasts at the time. It would be prudent for this to be now revisited using contemporary benchmarks and the latest growth projections.

**ATTACHMENT:**

Name of Attachment	Attachment
<a href="#">Attachment A - Ipswich Library and Information Service Coping with Growth 2008-2026</a>	 Attachment A

**RECOMMENDATIONS:**

- A. That Council approach the market in August 2018 to engage an independent industry consultant to conduct a review of the *Ipswich Library and Information Service Coping with Growth 2008-2026* strategy.
- B. That a community consultation and research process be conducted concurrently to determine the priorities of the community with regards to community facilities and library services.

Sylvia Swalling  
**LIBRARY SERVICES MANAGER**

I concur with the recommendation contained in this report.

Caroline McMahon  
**CHIEF OPERATING OFFICER  
(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)**

**Ipswich Library and Information Service  
Coping with Growth  
2008–2026**

**November 2008**

**Version 3.0**

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## THE CONTEXT

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[PLEASE NOTE THAT THE DATA AND INFORMATION IN THIS DOCUMENT REPRESENTS A SNAPSHOT IN TIME AND WILL BE REVIEWED AS REQUIRED AS CHANGES OF SIGNIFICANCE OCCUR]

### THE LIBRARY VISION, IPSWICH 2020 AND IPSWICH CITY COUNCIL'S CORPORATE PLAN 2007-2012 AND THE LIBRARY STRATEGY: COPING WITH GROWTH

The Ipswich Library and Information Service is an Ipswich City Council service that operates within Council's corporate framework whilst also aligning with the public libraries framework under the leadership of the State Library of Queensland. The Library's Vision as stated below has been informed by Ipswich City Council's Corporate Plan 2008–2012, the Library and Archives Act 1995 and the State Library of Queensland strategy "Expanding Horizons."

#### THE LIBRARY VISION

The Ipswich Library and Information Service:

- Encourages exploration and the challenge of new futures;
- Promotes the joy of reading, the development of literacy and learning and activities critical to self-improvement and employability to develop lifelong learners;
- Provides an environment for the pursuit of knowledge for people of all ages and backgrounds, beginning with the very young; and
- Provides opportunities for lifelong learning and the development of a knowledge-based economy.

As a key community resource, the Library connects people to each other, to their community and to essential information and ideas.

The Library's rich resources provide the opportunity for everyone to treasure the past and to create an optimistic future.

The Library promotes and enriches the democratic, cultural, educational, recreational and economic life of our diverse and evolving city.

#### ALIGNMENT OF KEY LIBRARY PRIORITIES AND THE CORPORATE PLAN

The following key Library priorities contribute to Council's Corporate Plan whilst progressing the realisation of the Library Vision:

##### **Advocacy and Awareness**

- to increase awareness, visibility and the community value of library services;
- to develop new library users and retain those who are already library users;
- members of the community have equitable access to a comprehensive range of education, learning, training and enrichment opportunities; and

- residents have ready access to a range of cultural facilities, programs and initiatives to express and develop their creativity and cultural values.

***Corporate Priorities and Goals***

*Community Spirit and Well-being: Identity and inclusion; Participation and community capacity.*

**Collections**

- Manage and maintain a vibrant and useful library collection in all formats;
- Ensure adequate storage, shelving and display space is available to safely house the collection;
- Ensure that the library collections map community needs; and
- All residents have access to the library collections including those with special needs.

***Corporate Priorities and Goals***

*Community Spirit and Well-being: Participation and Community capacity; A strong diverse economy: A knowledge-based economy.*

**Cultural Development and Cultural heritage**

- Contribute to the cultural framework of Ipswich;
- Provide access to and to encourage an appreciation of Ipswich's rich history;
- Encourage and promote participation in the generation of new ideas and new thinking;
- Extend the library's reach into the community to reflect the community diversity of Ipswich;
- Promote an appreciation of literature in all forms and for all ages; and
- Provide a program for young people that promotes and encourages reading, literacy and a love of libraries that creates a community of readers.

***Corporate Priorities and Goals***

*Community Spirit and Well-being: Sense of belonging and culture, participation and community capacity, The Ipswich identity.*

**Customer Service**

- Provide equitable access to relevant Library resources;
- Develop programs that empower the community to participate in community life;
- Empower customers to become confident, independent users of library collections and services;
- Develop and deliver customer-centric library services;
- Maximise value to constituents through the provision of efficient and effective product and service delivery; and
- Exploit innovative technologies to provide e-products and e-services to customers.

**Corporate priorities and Goals**

*Community Spirit and Well-being: Participation and community capacity, identity and inclusion,  
Excellence in Customer Service: Product and service delivery.*

**Information and Knowledge Management**

- Provide access to a range of information resources to meet the diverse learning needs of the Ipswich community;
- Provide community training in the use of the latest relevant technologies to ensure individuals have the skills and knowledge to participate in the information economy;
- Provide programs that develop the information literacy skills of all sectors of the community to ensure informed decision making on matters of community interest; and
- Develop and provide a range of literacy programs so that all sectors of the community can participate in the economic growth of the city.

**Corporate Priorities and Goals**

*A Strong Diverse Economy: A knowledge based economy.*

**Resource Management - Facilities**

- Effectively manage library infrastructure to ensure a safe environment for staff and customers;
- Provide an accessible and inviting library environment for all sectors of the Ipswich community;
- Provide library spaces that encourage community interaction and individual study;
- Communities have a central hub whereby they can conduct activities of recreation, socialising, shopping and accessing community services in an attractive, vibrant and safe environment; and
- Library facilities and services cater to all residents, including the specific needs of people with disabilities.

**Corporate Priorities and Goals**

*Growth Management: A network of centres and unique communities.  
Community Spirit and well-being: participation and community capacity.*

**Resource Management – Human**

- Effectively manage Library volunteers through the development and implementation of a program of participation for volunteers and work experience in consultation with interested schools and community members;
- Manage and coordinate staff to ensure an effective and efficient delivery of library services;
- Develop staff capacity by developing and maintaining a library staff training framework relevant to the current and future skills required within the Library industry;

- Monitor and manage staff performance in line with Council policy and procedures; and
- Align people, processes and systems to meet current and future business needs.

***Corporate Priorities and Goals***

*Our Workforce: a capable, flexible, productive and committed workforce, learning and development.*

**Resource Management – Financial**

- Prepare, manage and forecast library budgetary requirements;
- Develop and implement a library fees and charges structure in line with relevant legislation and Council policies and procedures;
- Undertake a timely stock take of relevant resources including the library collection and portable and attractive items in line with Council policy and procedures; and
- Continuously seek out and access relevant alternative sources of funding.

***Corporate Priorities and Goals***

*Governance and Financial Management: Financial Management, Strategic and business management.*

*Asset Management: Effective Asset Management.*

**Strategic and Business Management**

- Provide customer-centric service delivery utilising innovative and relevant technologies and virtual Services;
- Provide access to information resources and services relevant to the Ipswich community via physical and virtual service points;
- Develop and implement a community technology training program and an information literacy program that improves the information literacy skills of the community; and
- Routinely review performance against the goals and objectives.

***Corporate Priorities and Goals***

*Governance and Financial Management: Financial Management, Strategic and business management.*

*Asset Management: Effective Asset Management.*

**THE LIBRARY STRATEGY AND THE IPSWICH CITY COUNCIL'S PRIORITY INFRASTRUCTURE PLAN**

In accordance with IPA Infrastructure guidelines Council's Priority Infrastructure Plan has been developed based on the population assumptions of the *South East Queensland Regional Plan (2005–2026)*. The Priority Infrastructure Plan (PIP) details the standards of service for local community facilities including Libraries. Within the PIP Library Facilities are divided into 2 categories. The Citywide category is identified as "a Large Library (generally on a site of approximately 1 ha) located

within the CBD or Town Centres which can be stand-alone facilities or integrated with offices, auditoriums, café or a customer service centre. The District category is identified as “a Branch Library (generally on a site of approximately 5000sqm) located within the Major Centres of each district and the PIP stipulates that the district Library Facilities would be co-located with the District Multi-purpose centres. The nature of the services within the multi-purpose centre could include space for community organisations, community education and learning, individual and family support services.

According to the current Priority Infrastructure Plan the projected ultimate population for the City requires that 3 Citywide (central) Libraries and 15 District (Branch) Libraries be provided. The Library Strategy 2008–2026 focuses on the 3 Citywide Library facilities supplemented by facilities and points of presence as determined by established standards. The ultimate Library Service Delivery model will be based on future trends and development and a review of the Priority Infrastructure Plan.

## **LIBRARY STRATEGY – COPING WITH GROWTH**

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### **BACKGROUND**

Since 1995 the following significant infrastructure changes have occurred with the Library and Information Services for Ipswich City.

#### Library facilities

In 1995 the amalgamation of Moreton Shire and Ipswich City brought together library facilities at Ipswich (IGIC library and Redbank Plaza Branch Library and a Mobile Library vehicle) and Moreton Shire (Redbank Plains Branch Library and a Mobile Library vehicle) into one (1) library service for the newly formed Ipswich area.

In 1998 the two (2) Mobile Library services including the two (2) existing vehicles, were rationalised. One mobile library vehicle was retained and the schedule of stops was adjusted from 35 to 14 stops per fortnight.

In early 2000 the Redbank Plaza Library Branch was re-located within the Redbank Plaza Shopping Centre and the space reduced by 150sqm.

In 2004 the Mobile Library stop previously allocated to Karana Downs was relocated to Rosewood when Brisbane City Council took over the Karana Downs service.

In 2008 Mobile Library hours previously allocated to Harrisville and Peak Crossing were re-allocated to Springfield after a state-wide boundary review.

Within this same time period, the population of Ipswich has increased from 119,425 to approximately 155,000. In addition, significant and unprecedented growth is predicted in the next 15–20 years with an anticipated population increase to between 317,000 and 412,000 in 2026.

[Source: PIFU population data 2008]

Such continued growth will require a planned approach to the delivery of library services and facilities as part of Councils services to the Ipswich community. The primary aim being to provide an innovative library service to meet the diverse need of the Ipswich community whilst providing best value and sustainability to Council and the ratepayers. As such, this review provides a framework within which such growth can be managed.

### **KEY OBJECTIVE**

*Great Cities deserve great libraries.* The objective of this review is to develop a strategic approach to the delivery of library services in the Ipswich local government area through an update of the Ipswich Library Strategy prepared by Lunn Consulting in 2002. Research was undertaken on demographic trends and population projections, business performance of the library, the strategic operating environment and comparative

analysis of performance against selected LGAs as well as public library industry trends. An analysis of the potential relocation of the library to the CBD and relevant costs and benefits was also undertaken. A forward service delivery model for Ipswich Library Service to 2026 has been provided as part of this scope of works.

#### **PROJECTED POPULATION AND STRATEGIC CONTEXT**

A range of strategic framework documents have informed this review. The most significant factor impacting planning for library service delivery will be the level of population projected for the City over the next 20 years. There were 142,400 persons living in Ipswich in 2006, and according to PIFU projections, the population of Ipswich is expected to grow between 317,000 and 412,000 by 2026 with an ultimate population between 385,000 and 532,000.

[Source: PIFU population data 2008]

*Ipswich 2020 & Beyond* provides a framework for the provision of community services and provides for communities to have a central hub where recreational, social, community services (including libraries) and shopping activities will occur. *Ipswich 2020 & Beyond* also envisages major centres located at the established Ipswich CBD, the Springfield Gateway CBD and the proposed Ripley Town Centre.

The *Ripley Valley: Australia's Largest Master Planned Community* provides a masterplan for the development of a town centre, several neighbourhood centres and schools (both primary and secondary) and multiple sports grounds in Ipswich City. The *Greater Springfield Masterplan* provides for the development of the Springfield Central CBD, an education city, world knowledge centre, University of Southern Queensland campus and business/commercial space.

#### **TRENDS**

Globally, the world of information and communication is going through a period of exponential and accelerating change. The role of libraries is significantly changing, with a stronger focus emerging on playing a key role in lifelong learning and community development, as well as facilitating the creation of content and preserving and sharing the heritage and identity of communities. The needs for library service delivery have evolved considerably and there is an increasing desire for flexibility to meet some key challenges. Libraries need to position themselves for the impact of the baby boomers and an ageing population as well as being key players in the online environment and developing a range of literacies across all age groups. Mobile telephony and changes in content containers have also changed the whole concept of service delivery, particularly to younger people.



## **BUSINESS PERFORMANCE**

Business levels at the Ipswich City Library and Information Services have increased from 1,158,875 loans in 2000 to 1,174,371 in 2006, representing a total increase of 1.3% or over 15,000 loans. In 2006/07 financial year, there were a total of 40,500 active borrowers, this represents an increase of 6.5% or 2,500 active membership when compared to the year ended 2005/06. Overall, the total number of 'active' members of ILIS has increased between 2003/04 and 2006/07, with total active borrowing increasing by an average annual rate of 0.1% over the period, or a total increase of 130 or 45 active borrowings per year.

The majority of the collection items are at Ipswich Global Information Centre (IGIC) (accounting for 64.7% of all loaned items). The Redbank Plaza Library accounts for 13.7% of loans and the Redbank Plains Library only 11.7% of loans, marginally higher than the Mobile Library which accounts for 9.9% of loans. The Redbank Plains Library recorded an average annual decline in loan issues of 2.5% (or 3,500 loans) between 2000 and 2006. The greatest decline in issues was recorded by the Mobile Library, which experienced a 20.9% decline (down 27,000 issues) in loans over the six year ended 2006.

The Ipswich Library and Information Service recorded a below average ratio of borrowers in the population (at 28.9% in 2006). Notably, this ratio has fallen over time in Ipswich and is comparatively lower than all of the benchmarked independent libraries. *To be noted: this statistic needs to be qualified by the practice of Ipswich families joining the library as one library membership rather than individually so that a family are recognised as only one (1) borrower.* Similarly, in comparison to similar libraries in other LGAs, Ipswich ranked below the benchmarked average, with only 8.1 loans made per head of population. Comparisons also show that Ipswich has below average levels of expenditure on library stock per capita and collection levels (at 1.77 items per capita) and falls well below the State Library standard of 2.50 items per capita.

The most significant findings from the Business Performance analysis is the need to provide adequate numbers of service points in growth centres as the population increases, particularly in the Ripley valley and Springfield areas, and to prove a funded asset management strategy for collections. There is also a need to review the Mobile Library Service as a matter of urgency and to rationalise service delivery on the eastern side of the City as the Springfield Centre grows.

## **PROPOSED SERVICE DELIVERY MODEL**

Given the projected population figures, a distributed network model of service delivery is regarded as the most sustainable model for the future provision of library services. This would ultimately provide three large hub libraries strategically located in Ipswich CBD, Springfield and Ripley Valley, with adequate library space and stock to meet population needs. Space requirements, location criteria and suggested staging have been provided for these facilities in the body of this report, based on projected population and national standards for public libraries. Redbank Plains and Redbank Plaza Libraries should be reviewed once the Springfield hub library is open to ensure these services continue to meet the future needs of the community. It is strongly

recommended that the number of larger static service points remain at three or four only given the high labour and capital costs to provide additional service points.

These service points would be supported by *Library Links* or Kiosks as need and opportunities arise longer term. Successful models of *Library Links* can be found in the City of Sydney, where an unmanned service point (providing access to limited popular collections, Internet services and self-check technology) are provided in partnership with a coffee shop or other private or public provider. Overall, the success of these models is predicated on the development of effective strategic public and private partnerships. Dispensing kiosks for lending library stock are now a reality in Australia, with Pine Rivers Shire providing the first self-service library kiosk. Creative opportunities for service delivery such as *Library Links* should be further investigated for Rosewood, and opportunities to provide the Mobile Library on Sundays at Rosewood should also be pursued in the short term.

The service delivery model should also be underpinned by a strong interactive online presence and Virtual Library, and the migration to a self-help environment for customers to minimise labour costs as new Libraries are developed. Additionally, the decentralised network model should be based on minimum back of house activities at all points, with appropriate shelf ready provision of stock and supplier assisted selection, based on community needs.

The library should continue to focus on community engagement and lifelong learning. There is also the opportunity to develop hub libraries, particularly at Springfield and Ripley Valley as multipurpose spaces with the provision of integrated community meeting rooms and social space, as well as the provision of integrated Local Service Centres. The focus will also continue on customer service and continuous improvement with opportunities to use alternative delivery mechanisms pursued (such as bussing in older clients in partnership with community or service club providers, and the use of dispensing kiosks). Fee for service for direct delivery to clients should also be investigated.

#### **RELOCATION OF THE IPSWICH CITY LIBRARY TO THE CBD**

The Ipswich Regional Centre Strategy, a partnership project between Ipswich City Council and the Department of Infrastructure and Planning, has identified the CBD and surrounding precincts as key drivers in the economic and cultural development of the city. As such, a revitalisation program has been initiated to develop the CBD as a Principal Activity Centre incorporating employment and economic activity, commercial, retail and residential roles, Government services, educational, cultural, recreational and entertainment facilities and a multi-modal public transport.

Council is considering relocating the Central Library branch to a site within the town's CBD. As part of the implementation of the Regional Centre Strategy. Whilst benefiting the revitalisation of the CBD the re-location of the City Library would also have the following benefits: increasing the library's exposure, especially to residents not currently using the service; creating a focal point for the CBD whilst also providing library services,

meeting and exhibition spaces in the area; increasing the number of visitors to the CBD and consequently the volume of business conducted in the area; and using the vacated Central Library building to accommodate Council staff currently dispersed around other sites.

Community expectations are that any relocation of the Central Library will provide a library facility and service level that is of the same standard as is currently provided or higher. Several options have been tested, including: remaining in the current location (Option 1); leasing a building in the CBD (Option 2); buying a commercial building in the CBD (Option 3); and building a new library in the CBD (Option 4). From the analysis it is apparent that Option 3 offers the greatest net community benefit. This is the result of both the long-term savings that would be achieved in accommodation costs and the additional benefits that would accrue from the Central Library having a CBD location. However, this analysis is based on the assumption that such a property would be available. Initial research suggests this may not be the case, as not only would the property need to be the appropriate size its internal configuration would also need to be convertible to a format for a library. If there are significant issues in finding a suitable property it may be more practical to attempt to find appropriate vacant land and to construct a new library, although research also suggests this may not be easy and this option has higher risks.

It may seem that Option 1 is a cost neutral option, but that is not the case. Library Services occupying the building is a cost to Council, not only must it pay for the upkeep of the building it must also pay to lease additional office space to accommodate administrative staff. Relocating the Central Library would allow Council to use the existing building for this purpose. By no longer having to lease additional office space for administration staff and borrowing to fund the purchase of a new library, as well as the spin off benefits for the CBD, Options 3 and 4 would be expected to deliver a net community benefit with Option 3 providing the largest benefit. This information should now feed into the CBD Master Planning process currently underway.

#### **SUMMARY OF KEY STRATEGIES**

In summary, this review finds that there will need to be increased investment in Library Services over the next 15 to 20 years to ensure that the service meets the needs of the growing population.

#### ***The key elements in the Library Strategy will be:***

1. Relocation of the Ipswich City Library to the Ipswich CBD in line with Council and community needs (current estimates indicate that this may occur within the next 3 years);
2. A medium-term review of the Mobile Library in 2009, with further evaluation of a Mobile Library service at Rosewood on Sundays in line with the development of the Library Strategy;

3. Development of a collection management plan detailing the budget requirements for the period 2008–2026 to provide adequate collections to meet population needs and state government standards;
4. Development of a workforce plan detailing staffing requirements and budget requirements to meet population needs for the period 2008–2026 to ensure that the service is capable of responding to the changing needs of the Ipswich community;
5. Development of a cost/benefit proposal for the implementation of self-service technology in all libraries and Library Links;
6. Development of a hub library at Springfield in accordance with established Library Standards and population growth (based on current projections this may be within the next 5 years);
7. Re-evaluations of the Redbank Plaza and Redbank Plains Branch facilities to ensure current facilities and services are efficient and effective and meeting future community needs;
8. Development of a hub library in the Ripley Valley in accordance with established Library Standards and population growth (based on current data this may be within the next 10–15 years);
9. Development of a library presence at Rosewood in accordance with established Library Standards and population growth and;
10. Provision of a Library Link or Library dispensing kiosks in partnership with an identified private or public provider as part of the adopted library service delivery model.

## 1. INTRODUCTION

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### 1.1 PURPOSE OF THE REPORT

The objective of the study is to develop a strategic approach to the delivery of library services in the Ipswich local government area to cope with the potential population growth expected in the next 15–20 years. The objectives of the study were to:

- Provide a demographic analysis using recent population projections, particularly for the Ripley Valley;
- Provide a broad strategic planning context of trends in library service delivery with examples of best practice and relevant case studies;
- Provide a local strategic context including the CBD Plan, the Ripley Valley Plan and planning for Springfield and Rosewood;
- Provide the service delivery model based on demographic data and the strategic context;
- Provide an analysis of business performance of the Ipswich City Library Service;
- Provide a comparative analysis of performance against selected LGAs;
- Provide an analysis of the potential relocation of the library to the CBD and relevant costs and benefits;
- Identify space requirements for the libraries required based on State Library of Queensland Standards and the guidelines identified in People Places which has been identified as the National Standard for space allocation for public libraries; and
- Provide recommendations for the service delivery model.

### 1.2 METHODOLOGY

The Project was conducted in the following stages:

#### ***Stage 1: Environmental Scan – Industry Trends***

This stage involved a review of existing and future trends in the delivery of library services and review of existing library services within Ipswich City. It also involved a review of existing documentation and strategic planning material relevant to the study.

***Stage 2: Environmental Scan and Demographic Analysis***

This stage involved a review of existing plans and strategic themes as well as a demographic profile of service. It also included a review of the Library profile and benchmarking of key indicators against other libraries of similar size and State averages to identify implications for Ipswich City Library.

***Stage 3: Options and preferred service delivery model***

This stage involved the determination of a preferred service delivery model and recommendations for distribution and size of facilities (as linked to current and projected growth of the Ipswich LGA).

## **2. DEMOGRAPHIC SUMMARY**

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The demographic profiling in this report will provide an overview of existing demographics of the Ipswich City of LGA based on ABS 2001 and 2006 Census.

### **2.1 POPULATION PROJECTIONS**

The population of Ipswich is expected to grow from 142,400 in 2006 to between 200,000 and 230,000 persons in 2016 and between 317,000 and 412,000 persons by 2026.

(Source: PIFU population data 2008)

### **2.2 DEMOGRAPHIC CHARACTERISTICS**

#### **2.2.1 Population Trends**

There were 142,400 persons living in Ipswich in 2006.

(Source: PIFU population data 2008)

#### **2.2.2 Age Distribution**

Ipswich has a relatively high proportion of persons aged 10 to 19 years (15.7%) in comparison to the Queensland average (14.1%). Between 2001 and 2006, there has been a decrease in the proportion of 0-4 year olds (8.00% in 2001 and 7.83% in 2006) in Ipswich and a decline in the proportion of 15–19 year olds, in line with Queensland trends. Ipswich experienced a decline in the proportion of 5–9 year olds (8.65% in 2001 and 7.93% in 2006), compared to the Queensland average (7.38% in 2001 and 6.86% in 2006).

Other changes in the age structure of population of Ipswich between 2001 and 2006 have generally been in line with that of the Queensland experience.

#### **2.2.3 Country of Birth**

The proportion of persons born in Australia in Ipswich (80.06% in 2001 and 78.25% in 2006) is in line with the Queensland average (77.75% in 2001 and 75.18% in 2006). The most common overseas birthplaces of residents in Ipswich are United Kingdom (4.86%), New Zealand (43.53%), Vietnam (0.67%), Netherlands (0.51%) and Germany (0.44%).

Between 2001 and 2006 there has been a decrease in the proportion of persons born in the United Kingdom in Ipswich (up from 5.37% in 2001 to 4.86% in 2006), declining at a greater rate than that of the Queensland average (5.05% in 2001 to 4.94% in 2006).

However, there has been an increase of New Zealand born residents in Ipswich (2.88% in 2001 to 3.53% in 2006) compared to Queensland average (3.62% in 2001 to 3.81% in 2006).

#### **2.2.4 Language Spoken at Home**

Households which spoke only English at home represented the highest proportion of households in both Ipswich (89.41% in 2001 and 87.99% in 2006) and Queensland (88.49% in 2001 and 86.35% in 2006).

The proportion of Ipswich households speaking Samoan (1.21% in 2001 and 1.49% in 2006) was substantially higher than the Queensland average (0.20% in 2001 and 0.24% in 2006). Generally the changes in data for Ipswich were in proportion to Queensland trends.

#### **2.2.5 Family and Household Type**

Couple families with no children in Ipswich (33.07%) were significantly lower than the Queensland average (39.13%) in 2006. This represents a significant shift from 2001 with 31.27% of families residing in Ipswich were couples without children and 25.06% of families in Queensland represented by couples without children.

In 2001 the percentage of families with children under 15 and dependent students without non-dependent children in Ipswich (4.55%) was notably lower than Queensland experience.

#### **2.2.6 Labour Force Statistics**

As at the time of preparation of the report, some 2006 Census data was not available for Labour Force Statistics. However, the following figures provide a snapshot of the data available. The proportion of persons in Ipswich in full time employment in 2006 (36.2%) is in line with Queensland (35.6%). Further, the labour force participation rate in Ipswich (60.2%) is in line with the Queensland (60.6%) experience. However, the proportion of persons in part-time employment in Ipswich (17.2%) is slightly below the Queensland average (18.4%).

#### **2.2.7 Internet Connection**

The number of households without Internet connection in Ipswich in 2006 (37.24%) was higher than that of Queensland (34.15%). The highest type of Internet connection in Ipswich in 2006 was broadband (38.80%). The highest proportion of residents using the Internet in Ipswich in 2001 was 0-9year olds (16.74%), followed by 35-44 years old (15.34%) and 25-34 years old (14.58%). Statistics were balanced for Ipswich and Queensland.



### **2.2.8 Computer and Internet Use**

As at the time of preparation of the report, 2006 Census data was not available for computer and Internet use. In 2001, computer usage at home for persons in Ipswich is highest amongst residents aged 25–44 years (35.0%) and 0–14 years (26.0%). Further, computer usage rate in Ipswich (38.5%) is below the Queensland average (41.3%).

### **2.2.9 Qualifications**

As at the time of preparation of the report, 2006 Census data was not available for level of qualification attained. However, based on 2001 data the proportion of persons aged 15 years and over with a Bachelor degree or higher in Ipswich (15.7%) is below the Queensland (25.1%) average. However, the proportion of persons with a certificate is higher in Ipswich (44.2%) in comparison to Queensland (37.2%).

### 3. STRATEGIC CONTEXT

In times past the coastal localities of the city of Brisbane, the Gold Coast and Maroochy Shire have been the fastest growing areas in South East Queensland (SEQ). However, since 2001 the inland areas including the cities of Ipswich and Toowoomba have shown significant increases in population growth rates.

With Ipswich facing a growing population set to double over the next 20 years, local and state government have prepared the strategic documents *Ipswich 2020 & Beyond*, the *South East Queensland Regional Plan*, *Ripley Valley: Australia's Largest Master Planned Community* and the *Greater Springfield Masterplan* to effectively deliver infrastructure and services to the future communities in and around Ipswich.

The following is a brief outline of the key economic developments and provisions of these documents essential to the provision of library services:

#### 3.1 IPSWICH 2020 & BEYOND

*Ipswich 2020 & Beyond* envisages vibrant communities bustling with activity, with major centres located at the established Ipswich CBD, the Springfield Gateway CBD (under construction) and proposed Ripley Town Centre. Regionally significant business and industrial land is also identified at:

- Ebenezer / Willowbank;
- Wulkuraka / Karrabin;
- Bundamba / Riverview;
- Redbank;
- Carole Park; and
- Swanbank / New Chum.

The document recognises the importance of an assessment of community needs to plan for the provision of community services with equitable access for all, and provides for communities to have a central hub where recreational, social, community services (including libraries) and shopping activities will occur.

*Ipswich 2020 & Beyond* highlights the following areas in the table below as key urban development areas:

**Table 3.1: Potential population for identified communities**

Community	Estimated Current Population	Potential Future Population
<b>Eastern Suburbs (Western Corridor)</b>		
Northern Suburbs	6,500	19,000
Central Suburbs	71,400	126,000

<b>Community</b>	<b>Estimated Current Population</b>	<b>Potential Future Population</b>
<b>Eastern Suburbs (Western Corridor)</b>		
Ripley Valley	2,100	110,000
Eastern Suburbs	39,000	116,000
Springfield	8,500	50,000
<b>Western Suburbs</b>		
Walloon	1,500	23,000
Thagoona	800	20,000
Rosewood	2,700	10,000

Source: Ipswich 2020 & Beyond.

### 3.2 SOUTH EAST QUEENSLAND REGIONAL PLAN

The South East Queensland Regional Plan (SEQRP) recognises the historic trend development of low-density residential development in SEQ, and provides for more compact, higher density residential development in order to effectively meet the needs of a growing population. The SEQRP also encourages development to progress west from the coast in order to protect the coast from over-development and marine resources; prudently recognising the vast expanse of land available for development inland.

The SEQRP envisages regional activity centres at Ipswich, Springfield and Ripley, and projects the population of the Western Corridor to 318,000 persons in 2026.

### 3.3 RIPLEY VALLEY MASTERPLAN

The Ripley Valley Masterplan envisages a town centre, several neighbourhood centres and schools (both primary and secondary) and multiple sports grounds. The Masterplan provides housing for up to 120,000 persons over the next 30 years. Notably, the Masterplan provides a vision within an integrated package for developers to follow in providing infrastructure whilst developing the land for residential purposes.

### 3.4 GREATER SPRINGFIELD MASTERPLAN

The Greater Springfield Masterplan (GSM) provides for the development of the currently under construction 320 hectare Springfield Central CBD. The CBD comprises over a dozen components including an education city, world knowledge centre, University of Southern Queensland campus and business/ commercial and other services space.

The GSM also plans for the accommodation of some 50,000 persons in several communities, also currently under construction.

### 3.5 PIFU SLA PROJECTIONS

The PIFU SLA 2006 projections also provide estimates of total population as at 2006, 2011, 2016, 2021 and 2026 in the SLAs.

**Table 3.2: PIFU SLA Projections**

<b>Statistical Local Area</b>	<b>2006</b>	<b>2011</b>	<b>2016</b>	<b>2021</b>	<b>2026</b>
Ipswich (C) - Central	72904	86410	102958	140370	190443
Ipswich (C) - East	52498	71975	100506	116949	124774
Ipswich (C) - North	8222	9633	10369	11091	11855
Ipswich (C) - South- West	4394	4571	4741	4945	5204
Ipswich (C) - West	8507	9282	10604	12459	15178

Source: Ipswich City Council.

## 4. EXISTING SERVICE DELIVERY

### 4.1 IPSWICH LIBRARY BUILDINGS

#### 4.1.1 Ipswich Central Library

The Ipswich Central Library is located at 40 South Street, Ipswich. (Corner East and South Streets). The library was purpose built with some 2,887 sq m provided, (excluding the Barry Jones Auditorium.) This service point serves as the central library and inter-usage data from branch libraries



Ipswich Central Library

indicates that residents will travel to access specialised services or a wider range of material, in many cases in conjunction with a services or shopping visit to Ipswich central. This is certainly the busiest library, with over 781,000<sup>1</sup> loans transacted annually.

#### 4.1.2 Redbank Plains Library

The Redbank Plains Library is located in Moreton Avenue, Redbank Plains, and providing 850 sq m. of space. This library forms part of a Community Recreation precinct, and is readily accessible to the local school and pre-school.



Redbank Plains Library

The 2002 Survey identified the Redbank Plains Library as a destination point and a higher than average period of time spent in the library reading and browsing, as compared to the Plaza which was characterized by shorter visits allied with a shopping visit. Whilst the main reason for using the library overall is still to “borrow books” there was a significant difference at Redbank Plains where the reasons for using the library are more diverse and reflect the “community” nature of the library.

The Library was recently renovated in 2001 to accommodate the Mobile Library service, which was re-located from Yamanto. Further minor renovations were completed recently to comply with Health and Safety requirements. Access to the library is limited by the distance from the nearest



<sup>1</sup> As at 2006.

bus stop, however, survey data collected in 2002 identified *private vehicle* as the prevalent mode of travel to the library. The library currently lends over 126,000 items per annum.

#### 4.1.3 Redbank Plaza Library

The Redbank Plaza Library is located in leased premises in Redbank Plaza Shopping Centre, 1 Collingwood Park Drive, Redbank. The library is currently occupying a smaller space than that previously leased in 2001, (currently 480 sq m) and ongoing negotiation will take place as lease agreements come up for renewal. Despite the space reduction, the library still lends over 161,000 items per annum.<sup>2</sup>



Redbank Plaza Library

#### 4.2 MOBILE LIBRARY

The Mobile Library Service currently operates six days a week, Tuesday to Saturday with a two - week timetable (see **Table 4.1** and **4.2** below). The Mobile Library circulates through and around the City of Ipswich visiting suburban and rural areas.

**Table 4.1: Mobile Library Schedule – Week One**

Suburb	Location	Day /Time
Booval	Booval Fair Shopping Centre	Thu 9:15am - 12:30pm
Brassall	Shopping Centre	Tue 9:15am - 12:00pm
Camira	Camira Community Centre Cnr Old Logan Rd. & Community Pl.	Wed 2:00pm - 7:00pm
Flinders View	Ripley Road	Wed 9:15am - 12:00pm
Goodna	St Ives Shopping Centre	Fri 9:15am - 12:00pm
Harrisville	Queen Street	Thu 5:00pm - 7:00pm
Karalee	Shopping Centre	Sat 9:30am - 3:00pm
Peak Crossing	Peak Mountain View	Thu 2:00pm - 4:00pm

<sup>2</sup> Based on 2006 figures

**Table 4.2: Mobile Library Schedule – Week Two**

Suburb	Location	Day /Time
Booval	Booval Fair Shopping Centre	Thu 9:15am - 12:30pm
Brassall	Shopping Centre	Tue 9:15am - 12:00pm
Goodna	St Ives Shopping Centre	Fri 9:15am - 12:00pm
Grandchester	School Road	Thu 2:30pm - 4:00pm
Grandchester	Grandchester Hotel	Thu 5:00pm - 7:00pm
Karalee	Shopping Centre	Sat 9:30am - 3:00pm
Marburg	Edmond Street	Tue 2:00pm - 4:00pm
Rosewood	John Street	Wed 2:00pm - 7:00pm
Rosewood	John Street	Fri 2:00pm - 7:00pm
Walloon	Queen Street	Tue 5:00pm - 7:00pm
Winston Glades	Winston Glades Shopping Centre	Wed 9:15am - 12:00pm

The collection is stocked from the shelves of the Redbank Plains Library and totals 12,517. This figure is made up of 11,425 books, 1,072 non-books, and 20 items in the category of “other”. Internet access is available to patrons on the Mobile Library.

There is a need to review the Mobile Library schedule and to consider re-opening the Mobile on Sundays, where it could be used at locations such as Rosewood. A cost benefit analysis would need to be prepared identifying additional labour costs and service benefits.

#### **4.3 INTER-USAGE OF FACILITIES**

A survey conducted in 2002 as part of the Review of Library Services identified the high level of inter-use of libraries. It was found that 49% of Redbank Plains library users also use the Plaza library, and 46% of Plaza library users also use the Redbank Plains library. Additionally, 87% of users of the Redbank Plains library access the Plaza shopping centre, indicating they could potentially access the Plaza Library. The Redbank Plains group also rely more on car transport to get to the library than the other two library user groups, with some 94% coming by car to Redbank Plains compared to 79% at the Plaza (where some 18% come by bus).<sup>3</sup>

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<sup>3</sup> Ipswich Library Strategy. Lunn Consulting 2002. p.1

## 5. BUSINESS PERFORMANCE

### 5.1 IPSWICH CITY LIBRARY BUSINESS PERFORMANCE

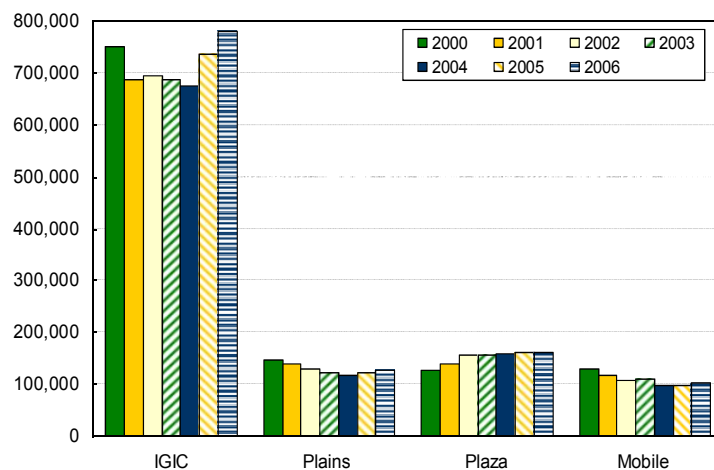
#### 5.1.1 Loans

The Ipswich Global Information Centre (IGIC) accounted for 64.7% of all loaned items from Ipswich City Council Libraries between 2000 and 2006, significantly more than the Redbank Plaza Library (13.7%), Redbank Plains Library (11.7%) and the Mobile Library (9.9%). The total number of loans made by Ipswich Library and Information Services (ILIS) has increased between 2000 and 2006, with total lending increasing by 1.3% over the period, or over 15,000 loans. However, within the total there have been significant variations between the outputs from each of the branches.

**Figure 4.1** shows the issues made by all libraries within the ILIS from 2000 to 2006. It is clear that IGIC dominates this group with over 781,000 issues in 2006. Between 2000 and 2006 the number of loans made by the IGIC increased by over 30,000 loans, or approximately 4,800 loans a year, an increase of over 3.9%.

The Redbank Plaza Library recorded a similar experience to IGIC, experiencing an average annual increase of 4.0% or 5,600 loans. The greatest decline in issues was recorded by the Mobile Library, which experienced a 20.9% decline (down 27,000 issues) in loans over the six year ended 2006. The Redbank Plains Library recorded an average annual decline in loan issues of 2.5% (or 3,500 loans) between 2000 and 2006.

**Figure 4.1: Loans by Library**



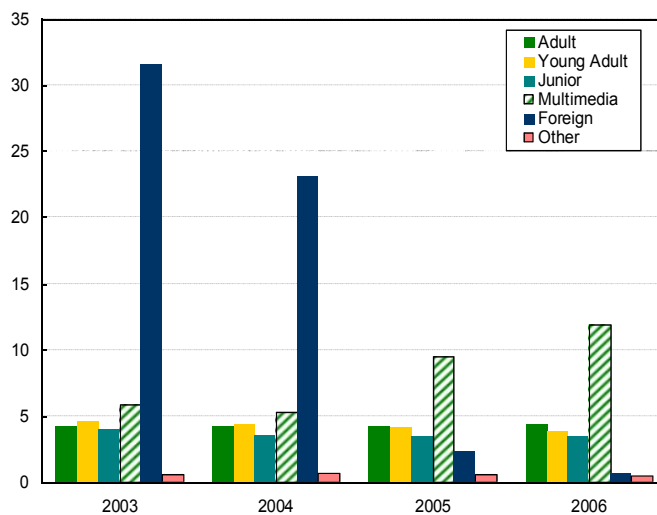
Source: ILIS



### 5.1.2 Ratio of Loans vs Collections by Category

The Ipswich Library and Information Services (ILIS) recorded 4.6 loans per collection item in 2006, an increase of 2.8% in 2006 compared to 2003. The 'Multimedia' collection improved the most significantly between 2003 and 2006, with loans per collection item growing 27.0% to 11.9 in 2006. In contrast, the 'foreign' (down 72.3%) collection experienced the most significant fall in performance in terms of loans per collection item in 2006 when compared to 2003 while the 'young adult' (down 6.1%) and 'junior' (down 4.2%) also performed worse during the three year period. The ILIS recorded faster growth in loans than collection, resulting in the ratios between loans and collection items increasing over the three-year period.

Figure 4.2: Collection Items by Category



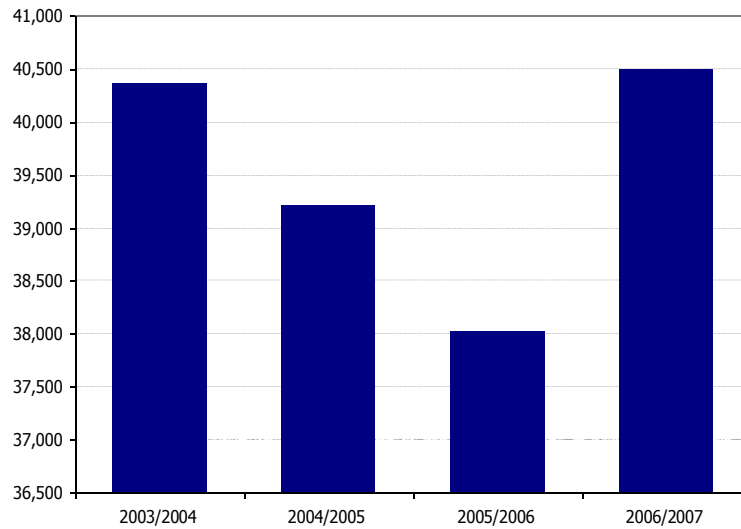
Source: ILIS

### 5.1.3 'Active' Registered Members

Figure 4.3 shows the total number of 'active' registered members from 2003/04 to 2006/07. In 2006/07, there were a total of 80,879 registered library members in Ipswich. Of these, 40,500 members were active in 2006/2007, this represents an increase of 6.5% or 2,500 active membership when compared to the year ended 2005/06. Overall, the total number of 'active' members of ILIS has increased between 2003/04 and 2006/07, with total active borrowing increasing by an average annual rate of 0.1% over the period, or a total increase of 130 or 45 active borrowings per year. However, the ILIS recorded a decline in total active membership in 2005/06 when compared to 2004/05 (down 3.0% or 1,200 active membership).

**Figure 4.3: Active Membership**

N.B. 'Active' members are those registered members who have used their library card to borrow.



Source: ILIS

#### 5.1.4 Visitors to the Virtual Library

In 2006/07 there were a total of 247,306 virtual visits to the ILIS Library Site. This was a decrease of approximately 5.0% or decline of over 13,034 virtual visits on the previous financial year (see **Table 4.1**). However, a significant factor is the loss of data logs by the Web Server at iTel so the 2006/2007 would be more than reported.

**Table 4.1: Virtual Visits to ILIS Library Site**

Indicator	2004/2005	2005/2006	2006/2007
Total annual visits to Virtual Library Site	234,002	260,340	247,306
Annual Percentage Change	n.a.	11.25%	-5.0%
Annual Increase/Decline in Total Number of Visits	n.a.	26,338	-13,034

Source: ILIS

### 5.1.5 Displays

For the 2006/07 financial year, a total of 533 displays<sup>4</sup> were held at the ILIS. This was an increase of 10.4% in the number of displays (or over 130) on the previous financial year.

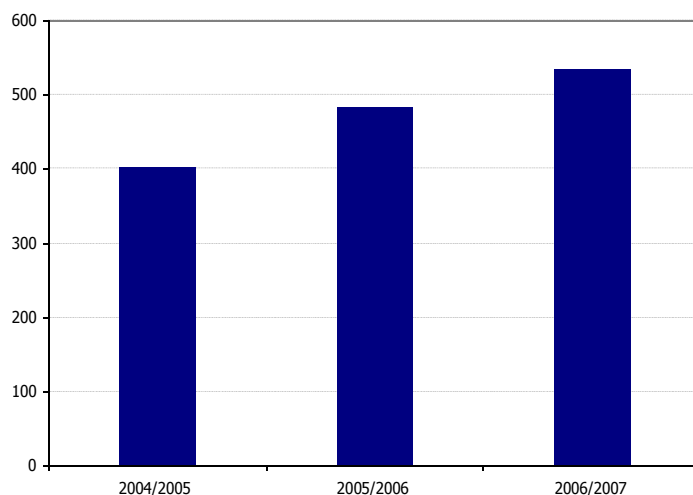
**Figure 4.5** and **Table 4.2** illustrates the number of displays at the ILIS over the 2004/05 and 2006/07 period.

**Table 4.2: Display Statistics**

Indicator	2004/2005	2005/2006	2006/2007
Total Number of Displays	402	483	533
Annual Percentage Change	n.a.	20.1%	10.4%

Source: ILIS

**Figure 4.5: Displays, 2004/05 – 2006/07**



Source: ILIS

### 5.1.6 Attendance at Community Events

In 2006/07 there were a total of 11,702 persons who attended community events<sup>5</sup> across the ILIS. This was approximately 27.0% lower than the number recorded for the previous year. **Table 4.3** and **Figure 4.6** provides a graphical view of the number of persons attending community events from 2004/05 and 2006/07.

<sup>4</sup> Includes community, interdepartmental, government agencies and in-house.

<sup>5</sup> Includes storytelling, school holiday activities, community awareness sessions etc.

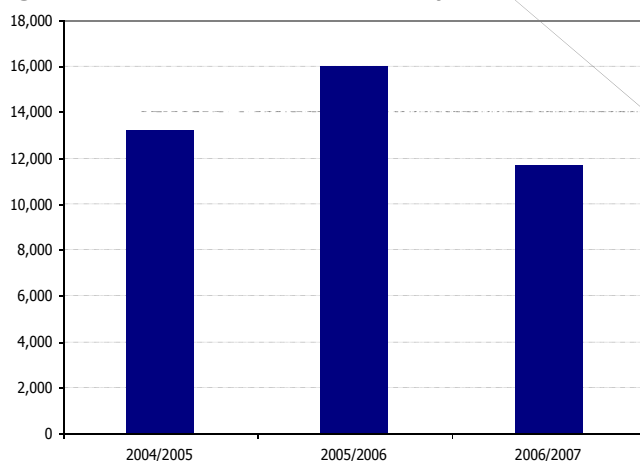
**Table 4.3: Attendance at community events**

Indicator	2004/2005	2005/2006	2006/2007
Total Number of Displays	13,206	16,032	11,702
Annual Percentage Change	n.a.	21.4%	-27.0%

Source: ILIS

Note: the bi-annual Children's Festival of Literature held in 2005 has resulted in skewed figures for the 2005/2006 period. Whilst there is a slight decline in attendance between 2004/2005 and 2006/2007, it is not as significant as it first appears.

**Figure 4.6: Attendance at Community Events, 2004/05 – 2006/07**



Source: ILIS

### 5.1.7 Attendance at Information Literacy Sessions

In 2006/07 there were a total of 2,598 persons who attended information literacy sessions<sup>6</sup> across the ILIS, representing a decrease of 13.2% from the previous financial year (see **Table 4.4**, **Figure 4.7**). This decrease accords with the increase in technical proficiency in the community with the uptake in technology.

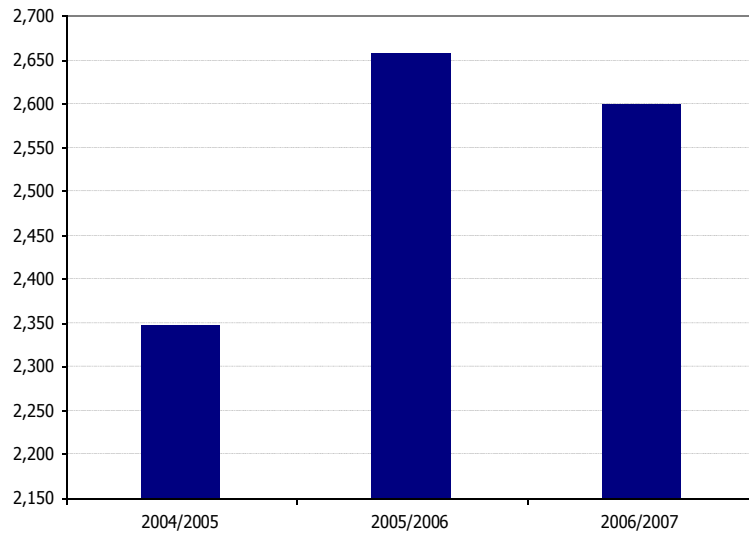
**Table 4.4: Attendance at Information Literacy Sessions**

Indicator	2004/2005	2005/2006	2006/2007
Total Number of Displays	2,347	2,656	2,598
Annual Percentage Change	n.a.	13.2%	-2.2%

Source: ILIS

<sup>6</sup> Includes storytelling, school holiday activities, community awareness sessions etc.

**Figure 4.7: Attendance at Information Literacy Sessions, 2004/05 –2006/07**



Source: ILIS

## 5.2 COMPARATIVE PERFORMANCE

The "Statistical Bulletin – Public Libraries in Queensland" provided by the State Library of QLD contains statistical measures for public libraries in QLD. It provides an overview of QLD public library performance via the application of a range of library performance indicators such as income, expenditure, services and staffing and provides comparisons of libraries serving like populations.

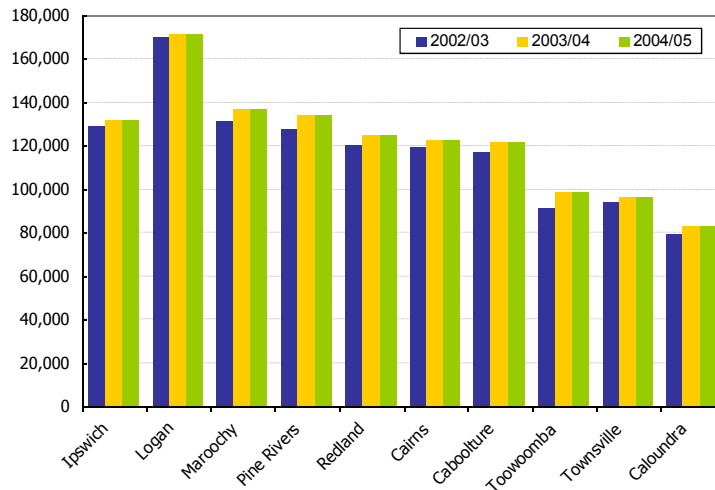
The following section provides a benchmark of the Ipswich City Library and Information Services (ILIS) with a number of other libraries of a similar size (classified as Independent Libraries under the Australian Classification of Local Governments) for the 2002/03 and 2004/05 period<sup>7</sup>. The benchmarks provide comparisons of the ILIS and tracking of library performance measures with a selection of independent library statistics from outside Ipswich City – Caboolture, Caloundra, Cairns, Logan, Maroochy, Pine Rivers, Redland, Toowoomba and Townsville. It is recognised that some Councils have higher or lower levels of population, and this is accounted for in benchmarks that provide per capita comparisons. It should be noted that the most recently published data for comparative purposes is 2004/05, and this information should be used to identify trends rather than the current performance.

<sup>7</sup> It covers the period July 2004 to 30 June 2005.

### 5.2.1 Population

The population of Ipswich as at 2004/05 was reported to be 131,747. The Ipswich population had remained relatively stable, experiencing a population increase of 2.1% from 2002/03 to 2004/05. It is clear however, that the population will increase significantly in the mid to long-term.

**Figure 4.8: Population**

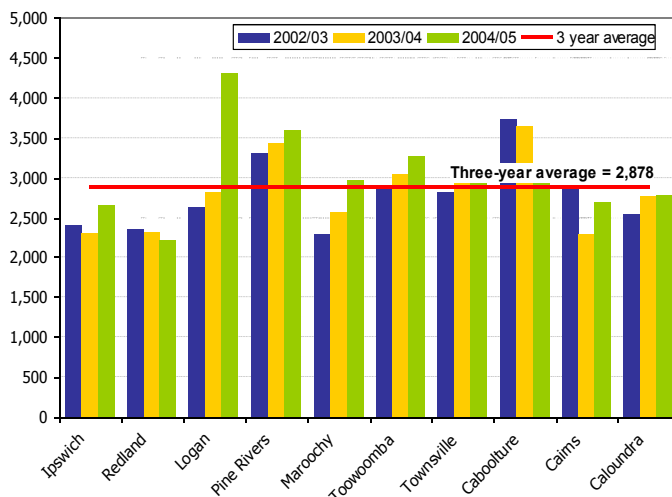


Source: State Library of Queensland

#### 5.2.1.1 Population per staff member

This indicator shows the population served per staff member across benchmarked libraries over the three-year period. Ipswich recorded the second lowest population per staff member ratio in 2004/05 (2,662), lower than the three-year average (2,878). As can be seen in **Figure 4.9**, the population per staff member increased in Ipswich from 2003/04 to 2004/05 (up 360).

**Figure 4.9: Population per staff member**



Source: State Library of Queensland

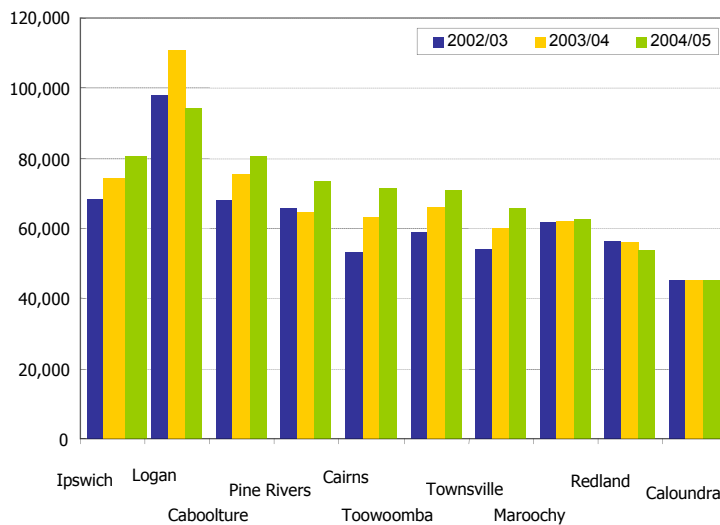
N.B. It is important to note that multi-storey library facilities require a higher proportion of staff than single-storey facilities. The Main Branch at Ipswich is a 3 level facility and therefore requires more staff to operate.

## 5.2.2 Membership

### 5.2.2.1 Registered members

Ipswich had a total of 80,191 registered members for 2004/05 period, which compares well with all of the benchmarked independent libraries (see **Figure 4.10**). Between 2002/03 to 2004/05, the number of registered members in Ipswich has increased 10,800 at an average annual rate of 7.9%. Logan and Redland experienced a decline in registered members over the three-year period. Cairns recorded the strongest growth in membership numbers over the three-year period, averaging growth of 15.9% per annum, or over 18,000 members in total.

**Figure 4.10: Registered Members**



Source: State Library of Queensland

### 5.2.2.2 Borrowers as a percentage of the residential population

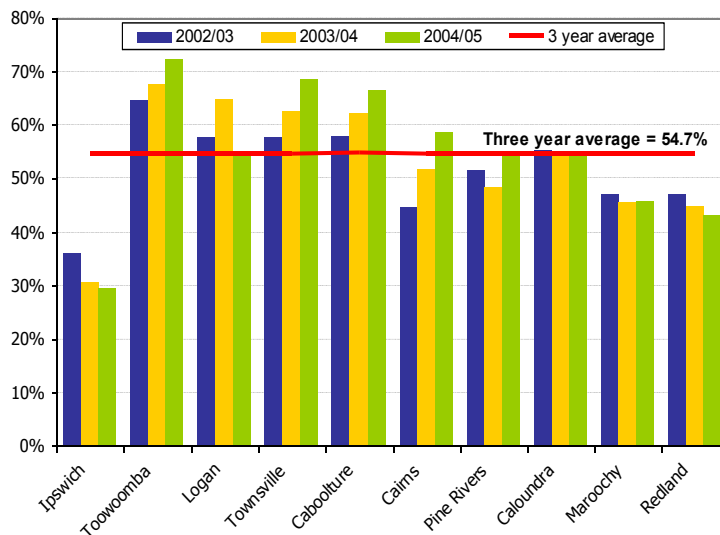
This indicator shows the number of people who borrowed books and other items during the year, expressed as a percentage of the resident population. It is important to note that many people use public libraries and do not necessarily become registered members.

Approximately 30.0% of residents in Ipswich are counted as borrowing from the libraries in 2004/05, representing a fall of 1.0% from 31% in the previous year. Furthermore, Ipswich recorded the lowest ratio of borrowers to resident population in comparison to the other benchmarked independent libraries, significantly below the three-year average (54.7%).

In line with total membership, Logan also experienced a fall in the percentage of borrowers within the resident population (down 9.0%) (see **Figure 4.11**). For the 2004/05 period, Toowoomba recorded the highest ratio of borrowers to resident population at 72.3% followed by Townsville (68.5%) and Caboolture (66.4%) while Maroochy and Redland fell below the average.

Significantly, the ratio of borrowers to population is impacted by the number of service points and issues such as access, particularly ease of parking. With only 3 service points Ipswich falls below the number of service points provided in benchmarked libraries.

**Figure 4.11: Ratio of Borrowers to Population**



Source: State Library of Queensland

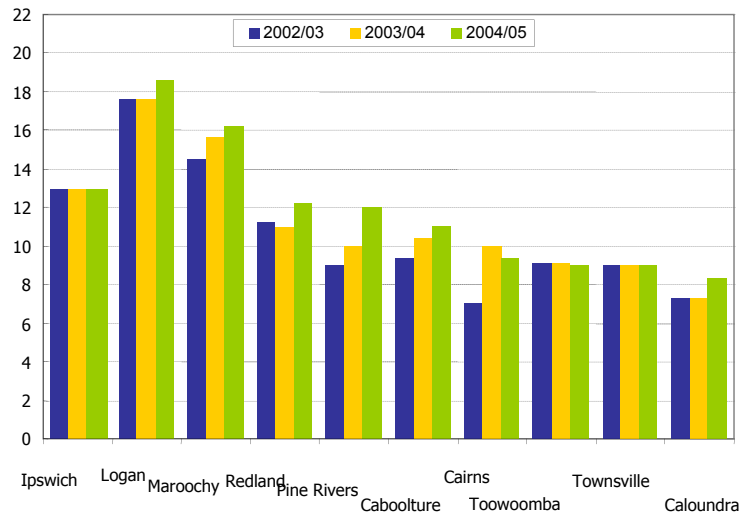
### 5.2.3 Staff

#### 5.2.3.1 Total qualified staff

This indicator reports the total number of staff who are eligible for professional membership of the Australian Library and Information Association (ALIA). Ipswich recorded 12.5 qualified staff in 2004/05. (see **figure 4.12**). Logan recorded the highest number of qualified staff at 18.6 followed by Maroochy (16.2) for the year ended 2004/05 while Caloundra (8.34) reported the lowest number of staff who are eligible for ALIA membership.



Figure 4.12: Total Qualified Staff

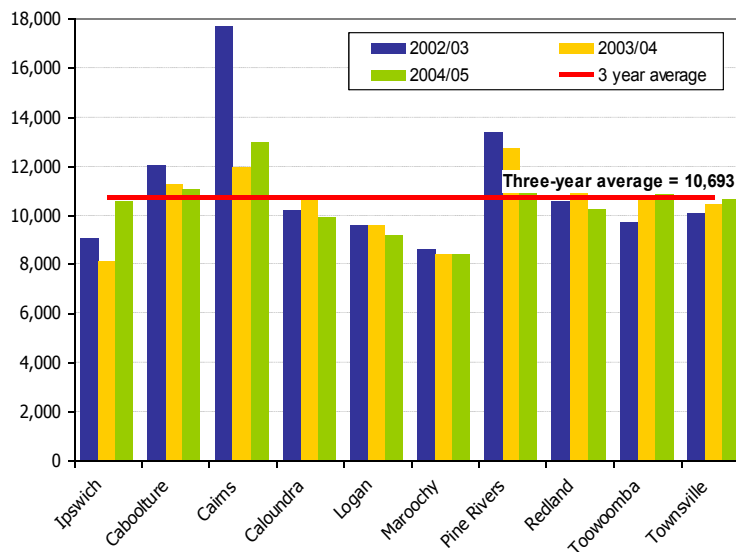


Source: State Library of Queensland

5.2.3.2 Population per qualified staff member

Ipswich recorded an average of 10,540 persons per qualified staff member in 2004/05, slightly below the three-year average (10,693). Meanwhile Cairns (13,000) reported the highest population served per qualified staff member, followed by Pine Rivers (11,148) and Caboolture (11,000), all with population per qualified staff member ratios above the three-year average (10,693). Maroochy recorded the lowest population per qualified staff member ratio (8,403) followed by Logan (9,209) (see Figure 4.13).

Figure 4.13: Population per Qualified Staff Member



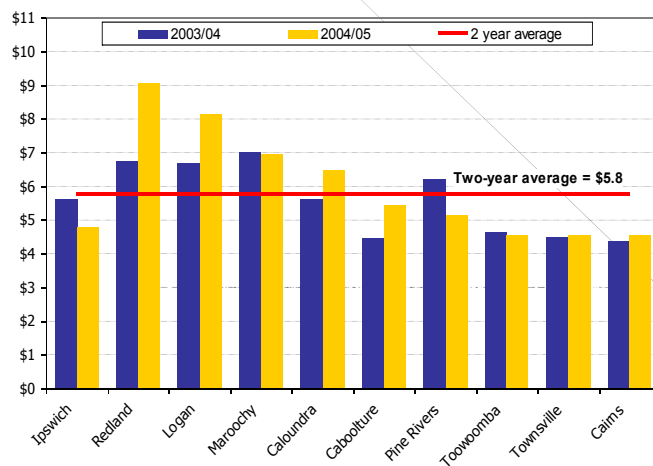
Source: State Library of Queensland

## 5.2.4 Expenditure

### 5.2.4.1 Expenditure on library materials per capita

For 2004/05 period, Ipswich recorded the fourth lowest level of library expenditure per capita (\$4.8), comparatively lower than the benchmarked average (\$5.8). Meanwhile, Redland recorded the highest per capita expenditure on library material (\$9.1) followed by Logan (\$8.1). The lowest expenditure on library material per capita for the 2004/05 periods was recorded in Cairns at \$3.50 (see **Figure 4.14**). The expenditure on library materials per capita in Toowoomba, Townsville and Cairns remained relatively stable over the two year ended 2004/05.

**Figure 4.14: Expenditure on Library Materials per capita**



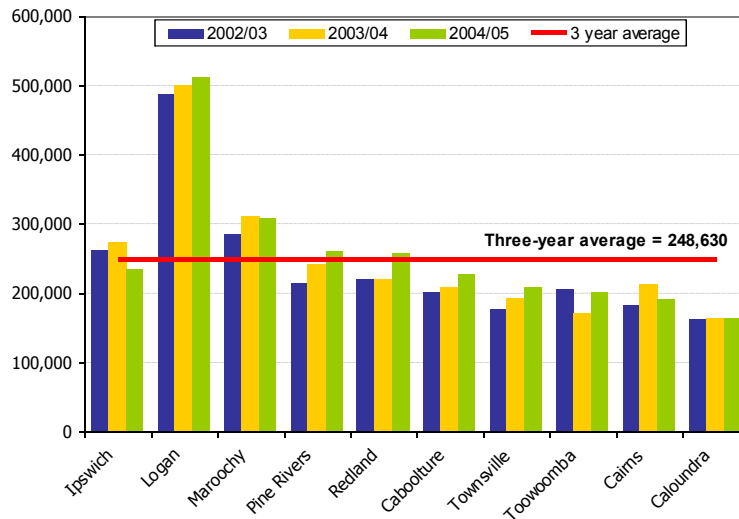
Source: State Library of Queensland

## 5.2.5 Library Stock

### 5.2.5.1 Total Library Stock

Ipswich recorded just over 235,000 units of library stock in the 2004/05 period, slightly below the three-year average of 248,630 units (see **Figure 4.15**). Additionally, the Ipswich Library has experienced an annual decline of 5.4% in total library stock, deleting over 27,000 items since 2002/03. Logan (514,000) recorded the highest number of total stock for 2004/05, followed by Maroochy (310,000) while Caloundra recorded the lowest levels of stock (164,000).

Figure 4.15: Total Library Stock



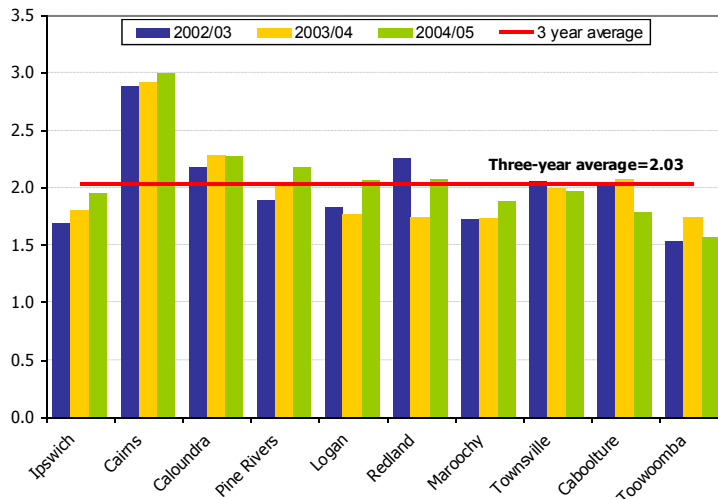
Source: State Library of Queensland

#### 5.2.5.2 Library stock per capita

Ipswich library (1.95) recorded comparatively lower levels of library stock per capita (3.34), than the independent benchmarked average (2.03) (Figure 4.16). In contrast, Cairns reported the highest per capita for the 2004/05 period at 3.00 items, followed by Caloundra (2.27) while Toowoomba recorded the lowest per capita ratio for the year ended 2004/05 (1.56). As at 2006, only 1.77 items of stock per capita were held.

Given the projected population increases, a whole of life asset management plan for collections will be required, identifying budget requirements over the next 15 years.

Figure 4.16: Library Stock per capita

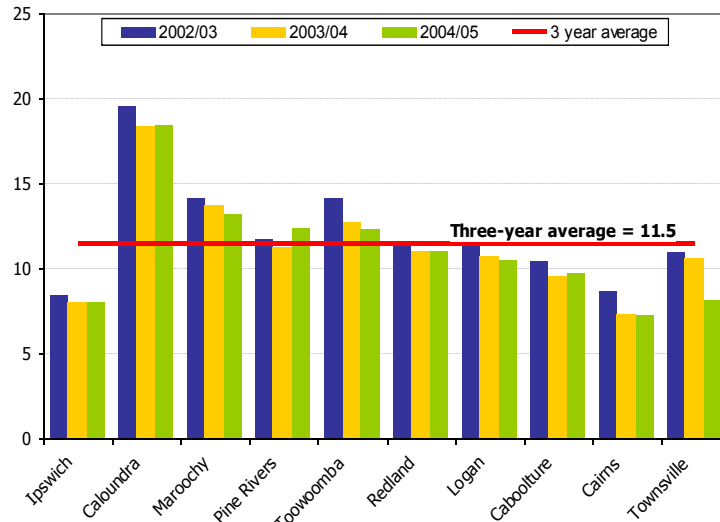


Source: State Library of Queensland

### 5.2.5.3 Circulation per capita

For the 2004/05 period, Ipswich recorded the second lowest level of circulation per capita (8.05). The level of circulation per capita at Ipswich is also consistently below the benchmarked average (11.5) (see **Figure 4.17**). Caloundra recorded the highest circulation per capita at 18.4 items per head of population whilst Cairns recorded the lowest circulation per capita levels (7.21) in 2004/05.

**Figure 4.17: Library Stock Circulation per capita**

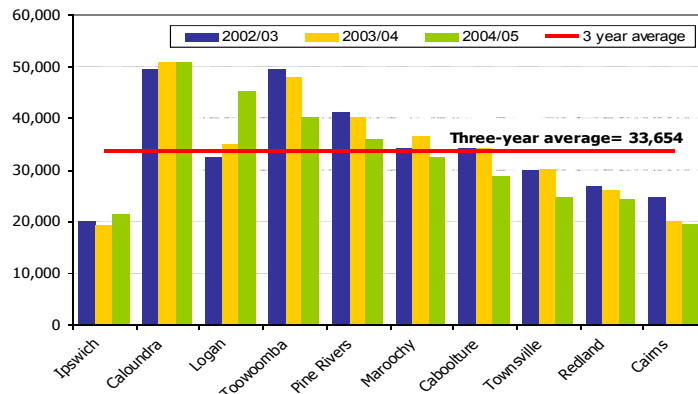


Source: State Library of Queensland

### 5.2.5.4 Circulation per staff member

Ipswich recorded the lowest loans per staff member at approximately 21,500 for 2004/05 period, which is under the benchmarked average (33,654) (see **Figure 4.18**). Caloundra recorded the highest circulation per staff member with 51,000 items lent per staff member, followed by Logan (35,000 circulations per staff member).

**Figure 4.18: Circulation per staff member**

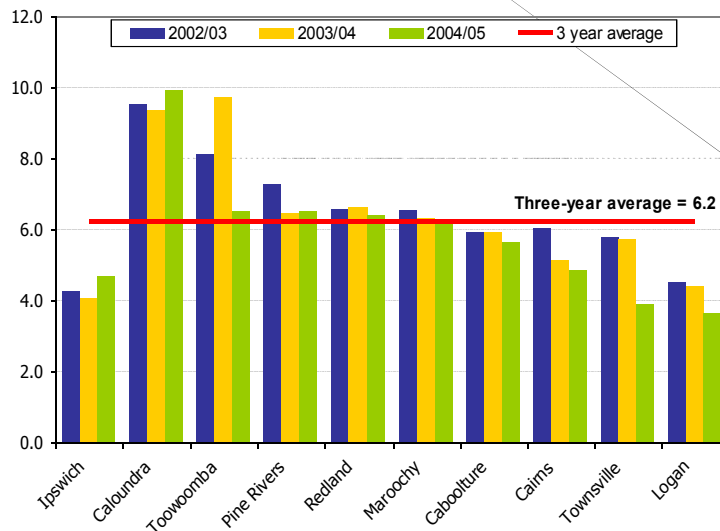


Source: State Library of Queensland

### 5.2.5.5 Turnover of Stock

This indicator reports the level of stock turnover<sup>8</sup> to provide indication of stock use across benchmarked independent libraries. For 2004/05 period, Ipswich recorded the third lowest issues per lending item (4.7), comparatively lower than the benchmarked average (6.2) (see **Figure 4.19**). Caloundra recorded the highest level of stock turnover at 9.93 issues per collection item, followed by Toowoomba and Pine Rivers (6.5 each respectively) while Logan experienced the lowest level of stock turnover at 3.7 loans per item of stock.

**Figure 4.19: Turnover of stock by independent library**



Source: State Library of Queensland

### 5.2.6 Implications for planning and service delivery

Approximately 30.0% of residents in Ipswich are counted as borrowing from the Ipswich libraries in 2004/05 (39,000 registered members in 2004/05), comparatively lower than all of the benchmarked independent libraries. This, however, needs to be qualified by the increase in the use of the virtual library and the fact that many people are visiting the library for a range of activities, access to the Internet and to use other resources, although they are not registered borrowers.

Ipswich Library recorded lower levels of expenditure per capita on library materials and are well below the standard in terms of library material per capita. As at 2006, only 1.77 items of stock per capita were held. This will be further exacerbated as the population grows unless adequate budgets are provided for collections. A whole of life asset management plan for collections will be required, identifying budget requirements over the next 15 years.

<sup>8</sup> Turnover of stock is obtained by dividing the total circulation by the total library lending stock.

Ipswich Library also recorded the second lowest level of circulation per capita and lowest circulation per staff member for the year ended 2004/05. The library also recorded below average total turnover compared to many of the benchmarked libraries. Lower circulation levels can be linked to fewer branch libraries and limited parking access at ILIS. Additional service points will be required in strategic locations in accordance with population growth.

## 6. SUMMARY OF TRENDS AND BEST PRACTICE

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Social and Industry trends were analysed as part of this research: (see **Appendix 1**). Models of excellence in the provision of library services which have focused on the promotion of social cohesion and partnering and the development of lifelong learning, and some examples of innovative work with young people in libraries have been favoured. Some examples of alternate methods of service delivery have also been noted. A section has also been provided detailing innovations in new library buildings.

In summary, survey of the library literature and case studies show that increased community engagement is a critical success factor in library service provision across a range of target groups. The development of innovative partnerships to support outreach and programming in several libraries has made a significant difference in communities. There has been a trend towards libraries becoming more involved in community development and in developing strategies to build more cohesive and inclusive communities. Brisbane City Library provides an exemplary model in its focus on strategic partnerships and programming and the strategic positioning of the library to play a broader role for Council in the community to deliver on Council's outcomes. This same concept is expressed in Auckland City Libraries as the "*Community Anchor*" which is a key outcome area driving planning around community engagement, cohesion, outreach and programming.

Certainly, library trends and models that have been developed point to the need for the public library to become more flexible as a centre for community engagement and development, which can include the development of citizenship, strategies to break down isolation, engaging youth, focus on special needs in the community and bringing people together to celebrate and foster stronger identity and social cohesion.

Another key theme emerging is the increased focus on the development of lifelong learning and the building of learning communities. With the exponential pace of change and growth in information, there is a need to facilitate competencies in information gathering and navigation. Changes in the workplace mean that skills often rapidly become obsolete and individuals need to continue to learn in order to maintain their employability. Libraries are well positioned to play a key role in lifelong learning, particularly in partnership with learning providers. Models such as the *Hume Global Learning Village* in Broadmeadows, Victoria, the *Pathways Library* in Pine Rivers, Queensland and the *Brisbane City Library Learning Lounges* provide excellent examples of the development of learning partnerships. (Hume City has to date identified over 300 learning partners in its vision for a learning community.) The importance of early childhood learning is also driving an emphasis on early childhood literacy in many libraries.

Certainly, investment in formal education and non-formal learning has been proven to be the best means of combating poverty, increasing overall health, and

eliminating social exclusion. The Singapore Library strategy is also based on the precept that an investment in libraries as learning providers can bring an economic return to a community. There are several innovative partnership models that have provided sound outcomes for the community, such as increased literacy, including computer literacy, and the development of life skills. Several libraries, such as the Canadian *Oaklands Library* in Richmond, Vancouver, the *Ideas Stores* in the Docklands area of the UK, and the *Pathways Library* in Queensland have also partnered with learning providers to progress *skills to work* opportunities. Some formal partnerships have also been developed such as that between Education Queensland and the *Pathways Library* and the Department of Education in WA with *Belmont City Library Service*.

There are also several innovative models for the delivery of library services emerging. New technology facilitating easy self-check of materials by patrons has also been introduced in many libraries now, with some libraries reaching 97% of transactions by self-check, thus freeing library staff for more valuable customer assistance. The community lounge room model emerging is also of interest, whereby mini-tailored collections are provided to provide a point of presence to access and order materials in a lounge room environment. The most recent model has been opened by the City of Sydney in May 2005; a *Library Link*, providing just-in-time access to collections through ordering materials and having them delivered for collection in a lounge-room setting in less than 150 sq metres of space.

There have been some significant developments in providing built forms that facilitate innovative service delivery to meet the changing needs of the community.

Overall, there is recognition that it is not enough to build great libraries. What makes the difference is what happens when the library engages strategically in the community to assist in the delivery of Council outcomes. There is certainly increasing emphasis on the development of libraries as community hubs that foster social cohesion and engagement and that promote learning in the community. Key mechanisms are partnerships and strategic outreach and programming.

Generally, the research shows that the libraries that are attracting high levels of non-users are those that are stepping outside traditional modes of delivery. Most of the changes identified are those that enhance access for time poor residents or that meet specific needs. Internationally, public library networks, have prepared for their place of relevance in the Information Economy by pursuing the following frameworks for activities and decision-making:

- Innovation and investment in hard technology infrastructure and “soft” infrastructure related to new technologies.
- Provision of community space and community development programming.
- Service delivery based on customer focus aligned to identified needs (ongoing market research).



- Focus on broad educative role and Lifelong Learning in the information economy “smart society”.
- The research has highlighted the development of the “*Community Lounge Room concept*” or the “*tailored library*” with a focus on small library collections (tailored to identified community needs), access to technology and learning and a “just in time” philosophy of stock delivery rather than just in case. The Pine Rivers “*Pathways*” Library and the Adelaide City “*tailored*” libraries provide relevant models.
- “*Library Links*”, unmanned service points provided in partnership with other providers, such as coffee shops or video stores also provide opportunities for Ipswich and developing areas.

## 7. UPDATED SERVICE DELIVERY MODEL

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### 7.1 KEY ELEMENTS OF SERVICE DELIVERY MODEL

In order to meet identified outcomes, the service delivery model should include the following elements:

#### ***Focus on Community Engagement and Lifelong Learning***

- Needs for collections clearly identified through the development of Whole of Service and Branch Profiles using demographic and other planning data;
- Collection mix tailored to local needs and in accordance with usage patterns;
- Opportunities to refresh collections through processes such as floating or circulating collections as larger hub libraries are developed in accordance with population growth;
- Collection that is up-to-date meeting minimum of 1.50 items per capita;<sup>9</sup>
- Stock levels maintained to retain standard of 1.50 items per capita;
- A whole of life asset management approach to collections and a five year asset replacement strategy clearly identifying forward budget requirements for collections to meet projected population and maintain standards;
- Effective use of Library Management System to analyse business performance and trends, particularly at the local level;
- Increased access to online content through online databases and weblinks and further development of a virtual library and access to online content;
- The use of retail merchandising and theming of selected collections (e.g. book shop formats)
- Provision of Special Needs services to meet increasing needs, and innovative means of meeting latent and projected Housebound Service needs; (such as use of couriers for delivery);
- Innovative means of getting older persons into service points including use of community / service club buses;
- The migration to a self help environment for customers using self-check technology, and the streamlining of processes such as pick-up of holds and circulation desk workflows in conjunction with self-check technology;
- The further development and maintenance of a customer focused environment, including staff training, policy and process review;
- Continued focus on lifelong learning and development of literacy, including information literacy for all ages;

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<sup>9</sup> As at 2006 items per capita were 1.77, well below the State Library standard of 2.50. Given the level of population growth projected it is assumed that the 2.50 standard cannot be met; however a target of 1.5 items has been identified for space projections longer term given the high population projections.

- Continued focus on facilitating community engagement, through adequate spaces for socialisation, meeting and learning together;
- Increased focus on internal and external partnerships including partnerships with community groups and collaborative action with neighbouring libraries;
- Provision of adequate space to meet population projections at strategically located service points in the City in close proximity to retail, public transport and with adequate parking; and
- An integrated marketing and branding strategy.

***Focus on Our People and their Learning and Growth***

- The continuing development of an integrated training plan based on competencies required for the future;
- The development of a workforce plan that ensures the Library service can respond to the changing needs of the Ipswich community through flexible work practices; and
- A workforce plan identifying staffing and budget requirements.

***Focus on Continuous Improvement***

- The development of best practice procurement including standard specifications for supply, collaborative tendering, shelf ready supply and supplier assisted selection;
- Increased focus on front of house activities with streamlining of back of house functions;
- Review to assess the benefits of decentralisation of selected processes such as ILLs and Housebound Services; and
- Development of a Technology Plan in consultation with IT.

***Focus on Good Governance***

- Development, continuing monitoring and review of 5 year Business Plans, annual Operational Plans, and Team and Project Plans;
- Effective and efficient reporting and financial management including identification of alternative sources of funding; and
- Ongoing compliance with relevant legislation and policy and effective risk management.

**7.2 PROPOSED SERVICE DELIVERY MODEL**

The service delivery model proposed to meet projected needs over the next 20 years is as follows:

- Working towards a decentralised network in 20 years comprising:

- 3 large hub libraries strategically located in Ipswich CBD, Springfield and Ripley Valley, with library space and stock to meet population needs;
  - Review of the Redbank Plains and Redbank Plaza Branch facilities and services to ensure future community needs are met;
  - Consideration of a Mobile Library Service operating 6 days per week, with consideration given to service provided at Rosewood on Sundays in the short term subject to business analysis;
  - A series of *Library Links* and/or library dispensing kiosks at locations such as Rosewood and other areas based on established Library Standards and criteria; and
  - A strong interactive online presence and Virtual Library.
- Migration to a self-help environment for customers;
  - Minimum back of house activities at all points, with appropriate shelf ready provision of stock and supplier assisted selection according to Branch needs;
  - Multipurpose approach in hub libraries with the provision of community meeting rooms and social space and provision of selected Council services;
  - Support services for the network including Administration housed in the City Library or in City Administration offices;
  - A continued and enhanced focus on community engagement and lifelong learning;
  - The use of alternative delivery mechanisms for Housebound Services and inter-branch deliveries;
  - Use of kiosks at selected venues longer term;
  - Assessment and evaluation of bussing in of older clients in partnership with community or service club providers; and
  - Development of fee for service for direct delivery of items ordered online.

It is recommended that the number of static service points remain at four only given the high labour and capital costs to provide additional service points. These service points would be expanded or developed in line with population increases.

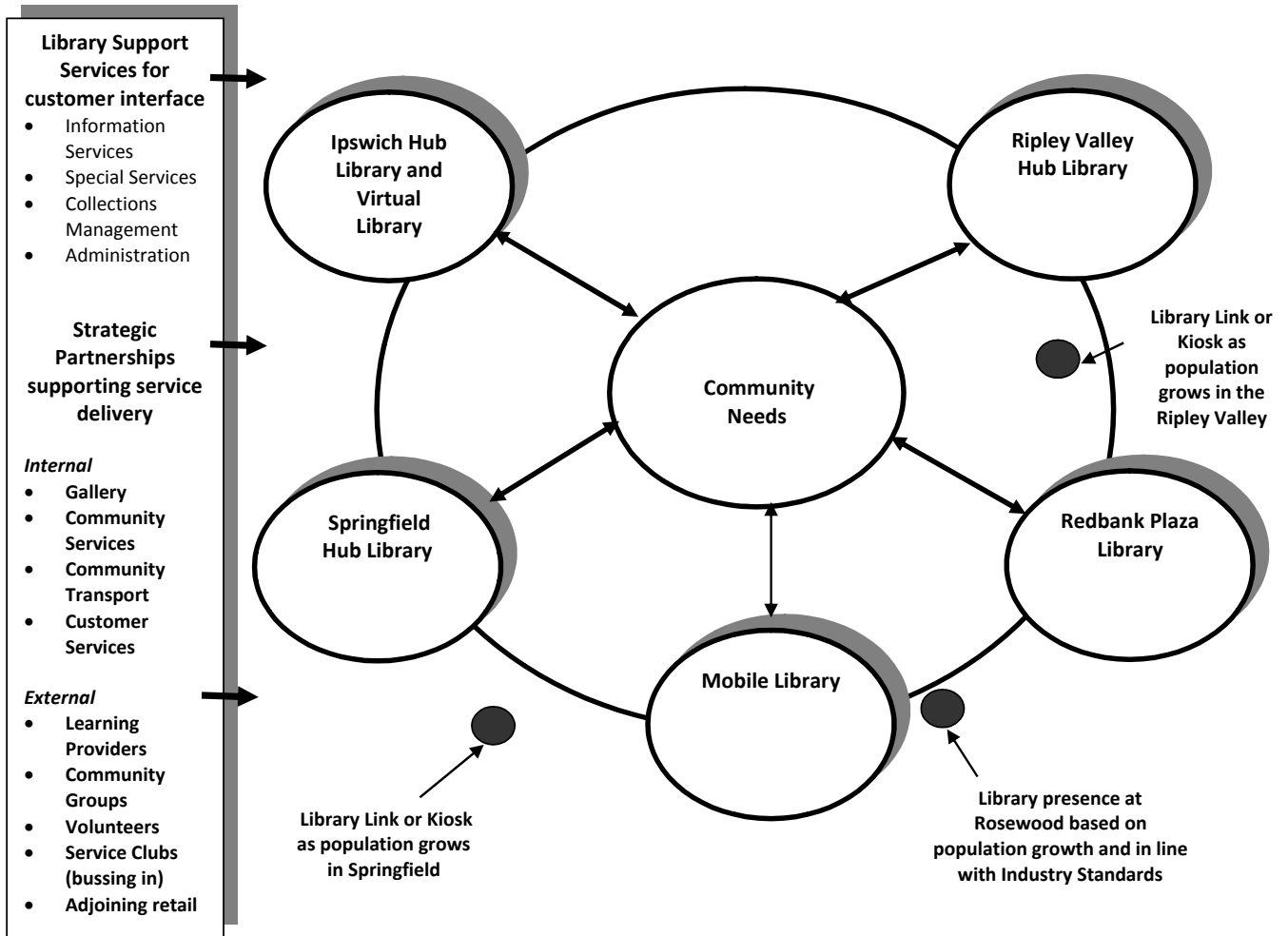
These service points would be supported by *Library Links* or Kiosks as need and opportunities arise longer term. Successful models of *Library Links* can be found in the City of Sydney, where an unmanned service point (providing access to limited popular collections, Internet services and self-check technology are provided in partnership with a coffee shop). Overall, the success of these models are predicated on the development of effective strategic public and private partnerships. Dispensing kiosks for lending library stock are now a reality in Australia with Pine Rivers Shire providing the first self-service kiosk.

In summary, the distributed network model with hub libraries in retail centres, supported by the Mobile and the Virtual Library, as well as unmanned Library links

and kiosks, is regarded as the most sustainable model for the future provision of library services.

Figure 7.1 Proposed Service Delivery Model

**Partnerships**



### 7.3 CRITERIA FOR LOCATION OF FACILITIES

Research on key criteria for public libraries notes that our future public libraries must be buildings that:

- Provide a cultural hub and focal point for the community;
- Are functional and multi-purpose accommodating a range of activities and uses;
- Enable access to the latest in technology in a user-friendly manner;
- Attract a wide range of users providing areas for relaxation, research, leisure and learning;
- Are effective and efficient in the delivery of services;
- Develop from a co-operative approach between all stakeholders to ensure that the changing needs of the community are met.<sup>10</sup>

According to the library guidelines presented in *People Places*, the desirable site characteristics for public library buildings include:

- Main street or shopping area location;
- High visibility from the street and shopping area;
- Street frontage for the ground floor of the library;
- High level of personal and property safety;
- Close to and/or accessible from educational facilities;
- Walking distance from public transport;
- Full accessibility for people with limited mobility;
- Potential for outdoor area;
- Access to convenient and safe car parking;
- Access to community buses, mobile libraries and deliveries;
- Potential for future expansion;
- In the hub of activity - main street or shopping area location;
- Accessible for deliveries;
- Safe and attractive pedestrian access, particularly for older residents, children and parents with prams; and
- Site able to accommodate future expansion of the library if required.

In designing public infrastructure, it is important to consider the changing social and demographic trends evident within the community and how these may affect the provision and delivery of services to the community. There is a trend towards consolidation of services in central, easily accessible sites with a just in time service delivery. There is also an increasing preference to locate libraries in busy shopping centres to capitalize on the pedestrian traffic and to maximize access for users.

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<sup>10</sup> Nesbitt, Heather. p.7

Christine Koontz's research, *Library Facility Siting and Location Handbook (1996)* highlights that little has changed over the years with factors such as high visibility, location in a main shopping area and potential for expansion remaining as relevant today as they were in the late 1800's. In many communities, private developers are often interested in accommodating a public library in a new shopping centre development as it attracts large volumes of visitors who may also shop after visiting the library.

Issues of population characteristics; population growth projections; shopping and recreation patterns; transport patterns; and future developments are key factors to be considered.

#### **7.4 SPATIAL ASSESSMENT**

The service based benchmark and the population benchmark are both utilised for the purposes of the study. The service-based benchmark is used to demonstrate the required size of the library based on collection size and type and range of services and core functions that a library should incorporate. In Ipswich's case calculations are based on a number of assumptions:

- That the collection ultimately reaches a target of 1.5 items per capita for catchments served across the network;
- The City Branch Library would contain reference and some specialised collections and services; and
- Approximately 30% of the collection will be out at any one time.

Other items included in the calculations are:

- The number of current magazine titles held;
- The number of audio visual items held; and
- The number of computer terminals for public access

Six types of library space are defined in the service-based benchmark:

- Collection area;
- Reading and Study Areas;
- Resource areas (catalogues, photocopiers etc);
- Staff areas;
- Amenities and storage areas; and
- Additional service areas (storytelling, local and family history, meeting rooms).

**Table 7.1: Projected Future Floor Area Requirements for Ipswich and Springfield Hub Libraries**

Library	2011		2016		2021	
	Service Based	Pop. Based	Service Based	Pop. Based	Service Based	Pop. Based
Central and North Catchment (City Hub)	3832	3064	4449	3931	5810	5213
Eastern Catchment (Springfield Hub)	2532	2812	3254	3500	3729	4053

Note: Based on PIFU SLA projections and assuming 1.5 items per capita. Gross floor areas include all usable space as well as unassignable space, including corridors, fire exits and stairs, foyers, toilets, plant rooms, lift cores and thickness of walls/partitions. *People Places* assumes gross floor area is 20% larger than the net floor area.

Source: People Places, AECgroup

It is estimated that the Ripley Valley will ultimately accommodate between 110,000 to 120,000 persons. Preliminary estimates indicate that some 3200 sq m of library space will be required to meet population needs in the catchment. As the population grows, a Library Link should be established in partnership with a retail provider and library space provided in accordance with the population growth.

## 7.5 RECOMMENDED STAGING

The timing of the demand projections suggests the need for a staged approach to library expansion and investment by Council. The following staged service delivery models could be considered to meet projected needs within each library catchment.

**N.B. This needs to be considered as a working model only and open to an annual review:**

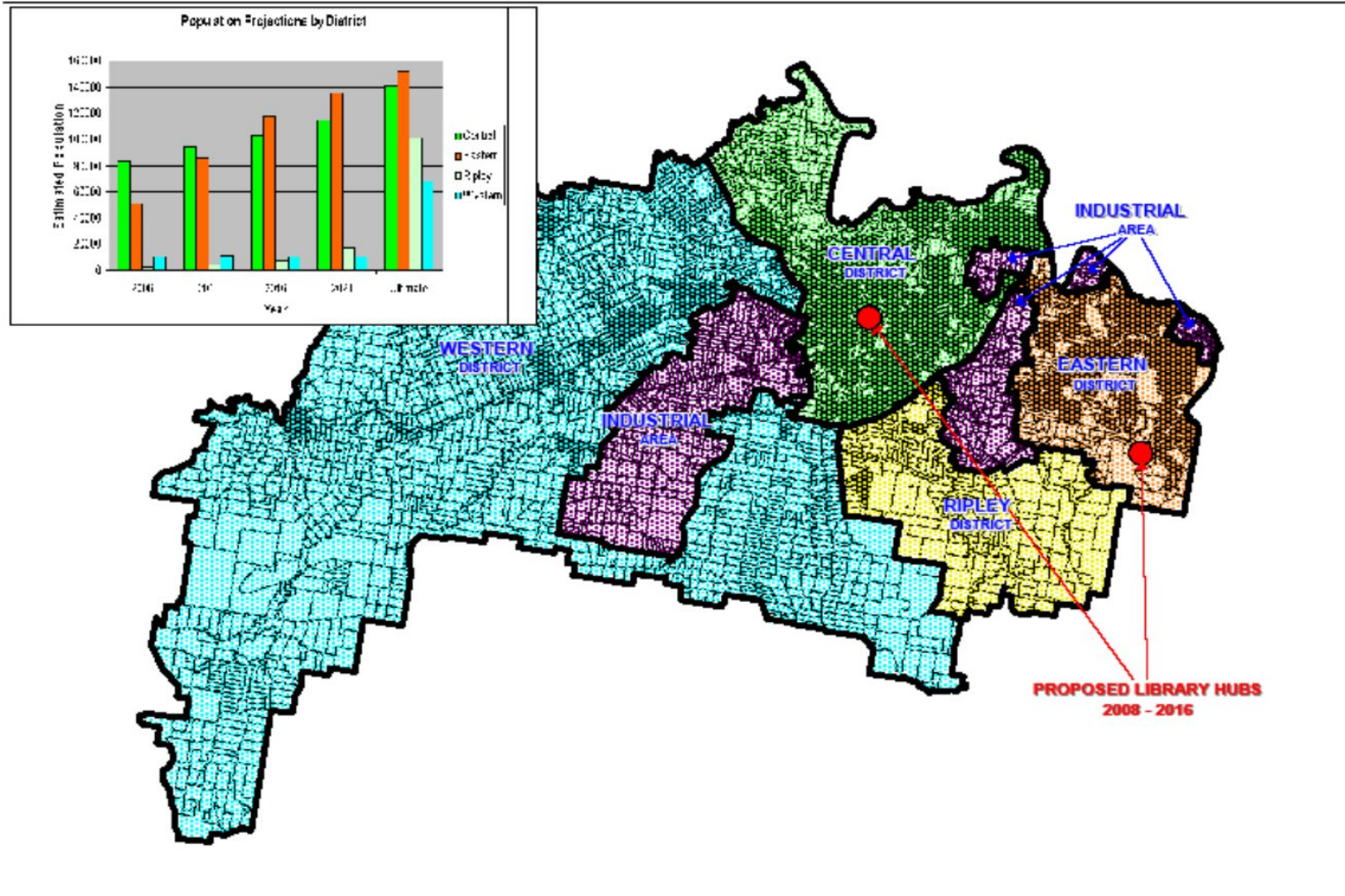
- ***Ipswich City Library Catchment:***
  - 2008–09: Movement to the new procurement model and reduction in back of house space needs.
  - 2008–11: Potential relocation of the Library to the CBD dependent on business case
- ***Redbank/Springfield Library Catchment:***
  - 2011–13: Provision of a hub library at Springfield;
  - Review of Redbank Plains and Redbank Plaza Branch facilities to ensure future community needs are met;



- **Ripley Valley Library Catchment:**
  - Provision of a Library Link in partnership with established service provider (public or private) as population grows, based on National Library Standards; and
  - Provision of a hub library in the Ripley Valley in accordance with population growth and Library Standards.
  
- **Rural/Remote Areas**
  - Review of Mobile Library service in 2008–2009;
  - Consideration of provision of Mobile Library service on Sunday at Rosewood;
  - Mobile Library Service delivery mapped to service needs;
  - Provision of *Library Links* and *Library Kiosks* in partnership with identified providers, with Rosewood as a prototype; and
  - Ongoing review of library service delivery model for Rosewood based on National Library Standards.

The service delivery model would need to be reviewed at regular intervals to ensure recommendations and on-the-ground delivery mirrored growth trends.

7.6 LOCATION OF LIBRARY HUBS 2008–2016 BASED ON POPULATION



## **8. CENTRAL LIBRARY OPTION ANALYSIS**

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The Ipswich Regional Centre Strategy developed in partnership with the State Government will be a significant development with the Ipswich CBD. The relocation of the Ipswich Library Branch functions to the CBD will be linked closely with the progress of the Centre Strategy.

The Ipswich Central Library building covers 2,887 sqm and as well as providing branch library services to its catchment population it also houses the central library functions including special collections, reference materials and an auditorium as well as library support staff. Inter-branch usage data indicates that residents are willing to travel to access the specialised services on offer and/or the wider range of material. In many cases residents make these trips in conjunction with a services or shopping visit to Ipswich.

Council is considering relocating the Central Library branch to a site within the town's CBD. There are a variety of reasons for this including:

- Increasing the library's exposure, especially to residents not currently using the service;
- Creating a focal point for the CBD whilst also providing library services, meeting and exhibition spaces in the area;
- Increasing the number of visitors to the CBD and consequently the volume of business conducted in the area; and
- Using the vacated Central Library building to accommodate Council staff currently dispersed around other sites.

Relocation to the CBD would entail significant costs including those associated with securing new premises in the CBD, preparing the new building for use as a library facility and the disruption to staff and services during the establishment and relocation phase.

In order to better understand the overall impact of the potential relocation it is necessary to determine the net community impact of the different options. There are four principal options under consideration; the first is to stay in the current location with the remaining three options assuming a move to a CBD location each under a different property tenure strategy:

**Option 1** – remain at the current site with no change to current operations;

**Option 2** – relocate the Central Library to a leased building in the CBD with a total floor space of 2,220 sqm. Library support functions would remain at the current location;

**Option 3** – buy an existing building in the CBD and renovate it to accommodate the Central Library with a total floor space of 2,220 sqm. Library support functions would remain at the current location; and

**Option 4** – buy a block of vacant land in the CBD and construct a new building to accommodate the Central Library with a total floor space of 2,220 sqm. Library support functions would remain at the current location.

## 8.1 ASSUMPTIONS

The following analysis relies on a series of assumptions, which are based on the best available information at this time including:

- Under the relocation options the Central Library would cover 2,220 sqm, a reduction of 667 sqm on the current site, as a result of the separation of Central Library operations and Library Services support functions (provided to all branches)<sup>11</sup>;
- Under the relocation options, the new site would include a 50 seat meeting room and a kitchen area as well as the actual library space;
- There would be no change in current service levels;
- Lease costs in Ipswich CBD are estimated to be \$300 per sqm per annum (excluding GST);
- Lease costs for the current Central Library building are estimated to be \$250 per sqm per annum (excluding GST);
- Lease costs are estimated to increase by 3% per annum over the period covered;
- On costs for commercial lease arrangements are estimated at 15% (excluding GST);
- The median purchase price paid for office accommodation in Ipswich CBD in the last 12 months was \$634 per sqm;
- Vacant urban land costs in Ipswich CBD are estimated to be \$283 per sqm;
- Library construction costs are estimated to be \$2,135 per sqm;
- Council would finance the capital costs of Options 3 and 4 by borrowing the funds at a rate of 7.00%, which is considered to be consistent with the long-term debt rate available to Council from Queensland Treasury Corporation;
- Under Options 3 and 4 all costs associated with the relocation are capitalised;
- Renovation and fit out costs for Options 2 and 3 are estimated to be \$788,100 based on minor refurbishment costs of \$355 per sqm (excluding GST)<sup>12</sup>;
- Additional fit out costs for the three CBD options are estimated to be \$60,000, this is based on requiring an additional 200 man hours to install specialist

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<sup>11</sup> There may also be scope to reduce the size of the library support function through the adoption of a new procurement model; further investigation would be required to determine the potential scale of these savings.

<sup>12</sup> This includes internal fittings such as benches, cupboards, shelving racks, seats, counters, notice boards and signs.

equipment<sup>13</sup> and assumes all materials e.g. books and equipment would be transferred from the existing library

- Removal costs for the three CBD options are estimated as \$20,000<sup>14</sup>; and
- A contingency of 10% of the total costs has been included to cover professional fees and charges, miscellaneous and unexpected expenses.

Information on market rates in the Ipswich CBD area was obtained from analysis of sales in the area over the last 12 months and discussions with a sample of Ipswich commercial real estate agents. It should be noted that whilst the agents were able to estimate an average value for commercial property and vacant land they could not recall any properties of sufficient size that were either currently on the market or had recently been on the market and this was confirmed by the sales data. A similar picture emerged for vacant land, although Option 4 would offer some additional flexibility as the building could be accommodated over multiple levels. It is important to recognise the current availability of suitable CBD sites when considering this analysis.

## **8.2 COST/BENEFIT ANALYSIS OF STRATEGIC OPTIONS**

This section considers a high level financial and the wider social and economic implications of each option. This assessment will help Council to determine if the benefits of each option would outweigh the costs to the community as a whole. The accommodation costs are based on the costs of each option after 10 and twenty years.

### **8.2.1 Option 1 – Remain at current location**

In order to establish a base case valuation against which to compare the costs of the relocation options, a value must be established for the current library premises. This valuation is only for the area that would be taken up by the Central Library branch (2,220sqm) and does not include space currently occupied by library support services, the cost of which should be allocated between all branches using an appropriate cost driver.

The valuation was calculated based on the estimated market value, as the current location is on the periphery of the CBD the lease costs are assumed to be \$250 sqm, slightly lower than those anticipated for the CBD proper. This approach is consistent with full cost pricing principles under which Council is required to earn a commercial rate of return from its properties as well as recovering the depreciation and operating costs of the building. The value is estimated to be similar to the saving which Council would make by no longer having to lease the premises currently occupied by staff that would move into the current location if the Central Library was relocated. It is assumed that under this option operating costs would remain at current levels with annual growth in line with LGAQ's Council Cost Index, currently 5.7%.

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<sup>13</sup> Specialist equipment installation is in addition to the refurbishment costs and includes: installation of loose furniture, furnishings, curtains/blinds, audiovisual equipment, refrigerators and circulating fans.

<sup>14</sup> Based on estimate from specialist library removal company

Table 7.1 shows the property costs of Option 1 over 10 and 20 years.

**Table 7.1: Resource Implications of Option 1 Over 10 and 20 Years**

	Premises Costs		Operational From
	10 yrs	20 yrs	
Option 1	\$7,316,821	\$17,150,017	Immediate

Sources: RP Data 2007, Discussion with a sample of Ipswich real estate agents and AEC Group databases

Option 1 is the second most expensive option reflecting the high cumulative cost of leasing commercial property over the medium-long term. Table 7.2 goes on to look at the other costs and benefits of adopting Option 1.

**Table 7.2: Option 1 Cost Benefit Summary**

Cost	Benefit
<ul style="list-style-type: none"> <li>The Central Library currently occupies part of Council’s main administration building and Council must accommodate other staff at different sites around the city. It is thought that there may be potential efficiency savings from having these staff located in one building i.e. the space currently occupied by the Central Library.</li> <li>The existing site of the Central Library is on the periphery of the CBD and has few passing customers. Although the library is well used by existing customers, it does not attract as many casual users as would be anticipated if it had a more central location.</li> <li>Although the current Central Library location is accessible by public transport it is not at a hub site, if it were located in the CBD, nearer to a public transport hub e.g. bus/rail interchange it would be anticipated that visitor numbers would increase.</li> </ul>	<ul style="list-style-type: none"> <li>The Central Library is already operational at its current location and would continue to operate without a break in service or additional relocation/renovation costs.</li> <li>The current site is already well established in the area and familiar to users.</li> <li>The existing Central Library was purpose built and includes full disabled access and internet facilities. No major refurbishment works are required in the immediate future.</li> </ul>

Cost	Benefit
<ul style="list-style-type: none"> <li>The Central Library has the potential to become the focal point of the CBD, increasing visitor numbers to both the library and other CBD based businesses. This is not possible from the Central Library's current location.</li> <li>Car parking at the current location is in short supply as the available spaces service the Council building, the Central Library and the surrounding area.</li> </ul>	<ul style="list-style-type: none"> <li>Library staff and users are thought to be generally happy with the current location.</li> <li>The current location is well served by public transport and public parking is available nearby.</li> </ul>

The positive aspects of the current location of the Central Library centre is its familiarity to current users and the wide range of services provided. There are also significant costs associated with the current location, not all of which are immediately obvious or accrue directly to Library Services.

Overall whilst this option requires no immediate capital outlay it may not represent the optimum outcome from a longer-term perspective largely as a result of the opportunity costs of not moving.

### 8.2.2 Option 2 – Lease building in CBD

Option 2 has the highest premises costs over both ten and 20 years as a result of the cumulative costs of leasing over a long period, especially given the current competitive rental market conditions for commercial property in the CBD.

Under Option 2 operating costs would be expected to increase slightly from their current level due to some additional administrative costs associated with separating Central Library branch functions from the Library Services support functions. It is not anticipated that these would be significant.

**Table 7.3: Resource Implications of Option 2 Over 10 and 20 Years**

	Premises Costs		Operational From
	10 yrs	20 yrs	
Option 2	\$9,734,875	\$21,534,710	3-6 Months

Sources: RP Data 2007, Discussion with a sample of Ipswich real estate agents and AEC Group databases

Although leasing an existing building would require a much smaller initial investment, over the longer-term the cumulative lease payments are far higher than Council's repayments would be if it funded the purchase of a property by borrowing. The accommodation cost of Option 2 is higher than Option 1 due to the

increased costs of leasing in the CBD proper and the initial removal and fit out costs associated with this option.

Option 2 would mean Council would not need to borrow to fund the purchase of a building/land although it is not anticipated that this would be a concern for Council. Although depreciation charges and maintenance expenditure would not need to be funded directly it would be anticipated that these costs would be factored into the lease charges and as such do not represent a net saving.

**Table 7.4: Option 2 Cost Benefit Summary**

Cost	Benefit
<ul style="list-style-type: none"> <li>• A small increase in operating costs would be anticipated compared to current operations due to increased administration costs associated with splitting the Central Library and Library Services administration</li> <li>• There is currently a shortage of commercial property of this size to lease/buy in the Ipswich CBD. If such a property were to become available it is likely that Council would be in competition with other potential lessees, which would be expected to increase prices further and may drive away business from the CBD.</li> <li>• Although a CBD location may improve access by public transport, access to sufficient parking for visitors and staff traveling by car could be severely restricted.</li> <li>• Council would need to fit out and renovate the building for library usage which would require the owner’s consent and be an investment in a building that Council do not own.</li> <li>• Council would need to fund two buildings to maintain the current service while the new building was being converted. This could take up to six months.</li> </ul>	<ul style="list-style-type: none"> <li>• Council could bring staff groups together in its main administrative building saving on current lease costs and improving efficiency.</li> <li>• The new site would increase the library’s exposure especially amongst non-traditional library users increasing visitor numbers to both the library and to businesses in the CBD.</li> <li>• The new site would be nearer to public transport hubs e.g. bus/rail interchange, and it would be anticipated that this would help to increase visitor numbers.</li> <li>• The Central Library has the potential to become the focal point of the CBD increasing visitor numbers to both the library and other CBD based businesses.</li> <li>• A new fit out would make it possible to design purpose built spaces to accommodate new services.</li> </ul>



Cost	Benefit
<ul style="list-style-type: none"> <li>If Council leases a property they would be making monthly rental payments with no future return on that expenditure.</li> </ul>	<ul style="list-style-type: none"> <li>Under a lease agreement Council would transfer the risks of property ownership including maintenance costs and property market fluctuations to a third party.</li> <li>At a later date Council could renegotiate lease terms or move to another location if necessary, although there would be additional fit out and removal costs associated with such a move.</li> </ul>

The arguments regarding the impacts of a CBD location are the same for Options 2, 3 and 4. A more prominent location in the CBD would be expected to increase visitor numbers, especially amongst those residents that are not currently accessing library services. The library would be easier to access by public transport and it would be anticipated that there would be a significant boost to businesses in the CBD which would not only help existing businesses but may also attract new businesses to the location. The CBD move would also allow Council to consolidate staff currently located elsewhere in one location in the vacated library.

The CBD location does have disadvantages. Customers who can only access the library by car may struggle to find parking spaces. There would also be some disruption to all Central Library services during the move although if well managed this should be short-term and offset by the advantages of the new location.

The crucial difference between the three CBD based options is the tenure strategy. Under Option 2 Council would have lower risks with the ability to break the lease at negotiated points without further penalty. However, unlike the purchase options they would not own an asset and any renovation and fit out costs would be forfeited if they were to move to another location. Although this option has advantages, especially as a short-term solution, its value as a viable long-term option is doubtful as evidenced by the much higher costs over the long run.

### 8.2.3 Option 3 – Buy a commercial building in CBD

Option 3 is the first to consider purchasing a property to house the library. Under this scenario Council would borrow the funds over twenty years at the appropriate QTC rate. As with Option 2, it is anticipated that there would be a slight increase in operating costs as a result of splitting support services from the Central Library branch but it is not expected that this increase would be significant.

Table 7.5: Resource Implications of Option 3 Over 10 and 20 Years

Option 3	Premises Costs		Operational From
	10 yrs	20 yrs	
Capital	\$3,492,550	\$3,498,329	6-12 months
Interest	\$1,214,347	\$2,789,619	
Total	\$4,706,897	\$6,287,948	

Sources: RP Data 2007, Discussion with a sample of Ipswich real estate agents and AEC Group databases.

Option 3 has the second highest initial cost, requiring an investment of around \$3.4 million however; it is the lowest cost option over ten and 20 years. By borrowing the necessary funding Council would be able to spread the costs over a longer period, consistent with the principle of inter-generational equity.

Table 7.6: Option 3 Cost Benefit Summary

Cost	Benefit
<ul style="list-style-type: none"> <li>• There is currently a shortage of commercial property of this size for sale in the Ipswich CBD. If such a property were to become available Council would be likely to be in competition with the private sector, which would be expected to increase property prices further and may drive away business from the CBD.</li> <li>• The commercial property market is currently buoyant and Council may be forced to buy at the top of the market.</li> <li>• Although a CBD location may improve access by public transport, access to sufficient parking for visitors and staff traveling by car could be severely restricted.</li> <li>• Council would need to fund two buildings to maintain the current service while the new building was being converted. This could take up to a year.</li> </ul>	<ul style="list-style-type: none"> <li>• There would be a net saving on accommodation costs over ten and 20 years compared to the other options.</li> <li>• Council could bring staff groups together in its main administrative building saving on current lease costs and improving efficiency.</li> <li>• The Central Library has the potential to become the focal point of the CBD increasing visitor numbers to both the library and other CBD based businesses.</li> <li>• The new site would increase the library's exposure especially amongst non-traditional library users increasing visitor numbers to both the library and to businesses in the CBD.</li> </ul>

Cost	Benefit
<ul style="list-style-type: none"> <li>Council would need to fund the purchase cost and the costs of converting the building to library usage including fit out.</li> </ul>	<ul style="list-style-type: none"> <li>The new site would be nearer to public transport hubs e.g. bus/rail interchange, and it would be anticipated that this would help to increase visitor numbers.</li> <li>A new fit out would make it possible design purpose built spaces to accommodate new services.</li> <li>Purchasing a commercial building in the CBD would be a relatively low risk investment for Council as the building could be sold or converted to another use at a later date if no longer required as a library.</li> </ul>

Discussions with local property advisers and analysis of sales turnover indicate that there are very few commercial properties of sufficient size to accommodate the library in the Ipswich CBD. Only five office type buildings have been sold in central Ipswich in the last 12 months, none of which was larger than 1,700sqm.

This option has the same operational advantages and disadvantages associated with a CBD location as Option 2. In terms of the property and its tenure there are anticipated difficulties in securing a suitable building and the impact that Council's purchase might have on commercial property prices in the area, which may deter other potential investors. However, it is not anticipated that property values in the CBD will fall in the foreseeable future or that there will be an increase in availability. Overall, it would be anticipated that such a building would prove to be a sound investment.

#### 8.2.4 Option 4 – Build a new library in the CBD

Option 4 is the most complex of the four options requiring not only a land purchase but also the design and construction of a new building, however this does offer the opportunity to create a purpose built space. As with Option 3 it is assumed that Council would borrow to fund this development and that there would be a small increase in operating costs.

**Table 7.7: Resource Implications of Option 4 Over 10 and 20 Years**

Option 4	Premises Costs		Operational From
	10 yrs	20 yrs	
Capital	\$5,850,788	\$5,860,466	12-18 months
Interest	\$2,034,295	\$4,673,224	
Total	\$7,885,083	\$10,533,690	

Sources: RP Data 2007, Discussion with a sample of Ipswich real estate agents and AEC Group databases

Option 4 has the second lowest costs over ten and 20 years. Unlike under Options 2 and 3 there would be no renovation costs but relatively high construction costs meaning that Option 4 has the highest initial investment cost of \$5,658,902. As with Option 3, Council would be expected to finance this by borrowing over a 20 year period. This makes Option 4 the second lowest cost option over ten and 20 years.

**Table 7.8: Option 4 Cost Benefit Summary**

Cost	Benefit
<ul style="list-style-type: none"> <li>• There are currently very few suitable vacant sites within the CBD. Even if the new library were constructed over several floors the likelihood would be that Council would need to demolish an existing building/s to secure a large enough site.</li> <li>• Council would need to fund the initial purchase cost, the design cost and the construction costs of the building.</li> <li>• Council would need to fund two buildings to maintain the current service while the new building was under construction. This could take up to 18 months.</li> <li>• Although a CBD location may improve access by public transport, access to sufficient parking for visitors and staff traveling by car could be severely restricted.</li> <li>• Construction costs in southeast Queensland are current very high and this would be reflected in the costs of the new building.</li> </ul>	<ul style="list-style-type: none"> <li>• Council could bring staff groups together in its main administrative building saving on current lease costs and improving efficiency.</li> <li>• The Central Library has the potential to become the focal point of the CBD increasing visitor numbers to both the library and other CBD based businesses</li> <li>• The new site would increase the library’s exposure especially amongst non-traditional library users increasing visitor numbers to both the library and to businesses in the CBD.</li> <li>• The new site would be nearer to public transport hubs e.g. bus/rail interchange, and it would be anticipated that this would help to increase visitor numbers.</li> <li>• Within the available land constraints the new library could be purpose built to Council specifications.</li> <li>• A new fit out would make it possible design purpose built spaces to accommodate new services.</li> </ul>

Cost	Benefit
	<ul style="list-style-type: none"> <li>A commercial building in the CBD would be a low risk investment for Council as the building could be sold or converted to another use at a later date if no longer required as a library.</li> </ul>

The arguments for and against the CBD locations are the same for Option 2, 3 and 4. Under Option 4 Council would be constructing an entirely new Central Library meaning that the library would be purpose built and represent best practice in library design tailored to the requirements of the Central Library. This building could become the focal point of the CBD and be designed to adapt to future changes in library service provision.

However, such a large investment carries significant risks. This option would require the longest time to complete and requires the largest investment. Construction costs are currently very high in the region and Council also run the risk of making the building too highly specialised, increasing the risk of obsolescence and difficulty in either selling the building or finding another use if required.

### 8.3 SUMMARY

Community expectations are that any relocation of the Central Library will provide a library facility and service level that is of the same standard as is currently provided or higher. From the analysis it is apparent that Option 3 offers the greatest net community benefit. This is the result of both the long-term savings that would be achieved in accommodation costs and the additional benefits that would accrue from the Central Library having a CBD location. However, this analysis is based on the assumption that such a property would be available, initial research suggests this may not be the case as not only would the property need to be the appropriate size its internal configuration would also need to be convertible to a format for a library. If there are significant issues find a suitable property it may be more practical to attempt to find appropriate vacant land and to construct a new library, although research also suggests this may not be easy and this option has higher risks.

It may seem that Option 1 is a cost neutral option but that is not the case. Library Services occupying the building is a cost to Council, not only must it pay for the upkeep of the building it must also pay to lease additional office space to accommodate administrative staff. Relocating the Central Library would allow Council to use the existing building for this purpose. By no longer having to lease additional office space for administration staff and borrowing to fund the purchase of a new library, as well as the spin off benefits for the CBD, Options 3 and 4 would be expected to deliver a net community benefit with Option 3 providing the largest benefit.

## **ACKNOWLEDGEMENT**

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The “Library Strategy: Coping with Growth 2008-2026 is a result of work undertaken by the AEC Group Consultant Ms Veronica Lunn completed in August 2007. It is an update on the original work undertaken by Ms Lunn in 2002.

## APPENDIX 1: SPACE CALCULATIONS FOR SPRINGFIELD, RIPLEY VALLEY AND CBD LIBRARIES

### SPACE CALCULATIONS: SPRINGFIELD

#### INSTRUCTIONS: APPLYING THE BENCHMARKS IN *PEOPLE PLACES*

This Microsoft Excel spreadsheet has been created to facilitate the use of the Service-Based and Population-Based Benchmarks described in Part 3 of the publication *People places* (Sydney: Library Council of New South Wales, 2000)

You can enter the data for your own library building project on this instruction sheet and the spreadsheet will automatically generate a total gross floor area using each benchmark. If you wish, you can then print out the entire workbook, showing calculations for both benchmarks.

#### SERVICE-BASED BENCHMARK

How many printed items will there be in the collection of your new library?	150800
What percentage of the total items is likely to be on loan at any one time?	30
How many audiovisual items will there be in the collection of your new library?	5000
What percentage of the total audiovisual items is likely to be on loan at any one time?	30
How many current periodical <b>titles</b> will you accommodate?	300
How many public computer terminals (excluding terminals solely used as OPACs) will there be?	20

With the next questions you should indicate how much emphasis is to be given to various functions or services. A quick area guide is provided as an indication of typical provision. Not all the services or functions may be applicable, and there is also space for additional functions to be added.

FUNCTIONAL AREA	QUICK AREA GUIDE	OMIT % SIGN
<b>COLLECTION AREA</b>		
Books and volumes on shelves, Periodicals, Non print material, Virtual and digital resources	100% (mandatory)	100
<b>READING AND STUDY AREAS</b>		
Meeting Areas	10%	10
Study Areas	15%	15
Browsing, Display, Information	5%	5
<b>RESOURCE AREAS</b>		
Catalogues, photocopiers etc	10%	10
Vending machines, telephones	5%	5
<b>STAFF AREAS</b>		
Service Desk	15%	15
Staff Work Area	15%	15
Storage	5%	5
<b>AMENITIES</b>		
Foyer, Lobby, corridors etc	10%	10
Toilets, restrooms, storage etc	5%	5
Plant equipment, maintenance	5%	5

FUNCTIONAL AREA	QUICK AREA GUIDE	OMIT % SIGN
<b>ADDITIONAL SERVICE AREAS</b>		
Children's Storytelling Area	5-10%	10
Young Adult Area	5-10%	10
Specialist Room, Local and Family History	10-15%	10
Multi-Purpose, Training, AV Room	20-25%	20
Bookshop, Coffee Shop	10-15%	15
Toy Library	10-20%	
Community Services, Bank Services	5%	
Mobile Library Services Area	5%	
Central or Regional Work Area	5%	5
Central or Regional Community Offices	5%	
Home Library Service		5
Exchange		
Children's Services		
Other ( <b>please specify</b> )		
<b>20 YEAR MEDIUM POP PROJECTIONS</b>		

**POPULATION-BASED BENCHMARK**

What is the ten-year population forecast for the local catchment of the proposed library?	77900
How many people would you forecast to be in the non-resident workforce in that catchment in ten years time?	3000
If it is a central library, what is the total ten-year projection for the population of the whole local government or regional area?	132500
How many people would you forecast to be in the non-resident workforce in the local government or regional area in ten years time?	3000
If central library functions are shared between libraries, show the number of libraries equally sharing these functions. <b>Otherwise leave as "1"</b>	1

**FLOOR AREA REQUIRED**

<i>Service-Based Benchmark</i>	<b>3357</b>	<i>square metres gross</i>
<i>Population-Based Benchmark</i>	<b>3692</b>	<i>square metres gross</i>

**ENQUIRIES**

Please contact Dr David J. Jones, Library Building Consultant and Principal, Building and Planning Advisory Service, Public Libraries Branch, State Library of New South Wales, Macquarie Street, Sydney 2000, with any questions about this spreadsheet.

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**Revised August 2004**



**SERVICE: TARGET COLLECTION FACTOR (TCF)**

<b>TARGET COLLECTION FACTOR (TCF)</b>	<b>SPACE STANDARD</b>	<b>YOUR FIGURES ARE IN THE HIGHLIGHTED CELLS</b>			
Volumes (assumes 30% on loan)	100 vols per sq m	<b>Items</b>	<b>% on loan</b>	<b>Items on shelf</b>	<b>Factor area</b>
		150800	30	105560	<b>1056</b>
Non-book (number)	100 recordings per sq m	5000	30	3500	<b>35</b>
Periodicals (titles)	10 titles per sq m	300			<b>30</b>
Electronic resources (number of terminals)	1 terminal per 5 sq m	20			<b>100</b>
<b>TARGET COLLECTION FACTOR (TCF)</b>					<b>1221</b>
<b>FUNCTIONAL AREA</b>		<b>QUICK AREA GUIDE</b>	<b>EXTENT APPLICABLE: YOUR ESTIMATE OF THE % APPLICABLE ARE IN THE HIGHLIGHTED CELLS</b>		
<b>COLLECTION AREA</b>					
Books and volumes on shelves, Periodicals, Non print material, Virtual and digital resources		100% (mandatory)		100	
<b>READING AND STUDY AREAS</b>					
Meeting Areas		10%		10	
Study Areas		15%		15	
Browsing, Display, Information		5%		5	
<b>RESOURCE AREAS</b>					
Catalogues, photocopiers etc		10%		10	
Vending machines, telephones		5%		5	
<b>STAFF AREAS</b>					
Service Desk		15%		15	
Staff Work Area		15%		15	
Storage		5%		5	
<b>AMENITIES</b>					
Foyer, Lobby, corridors etc		10%		10	
Toilets, restrooms, storage etc		5%		5	
Plant equipment, maintenance		5%		5	
<b>ADDITIONAL SERVICE AREAS</b>					
Children's Storytelling Area		5-10%		10	
Young Adult Area		5-10%		10	
Specialist Room, Local and Family History		10-15%		10	
Multi-Purpose, Training, AV Room		20-25%		20	
Bookshop, Coffee Shop		10-15%		15	
Toy Library		10-20%			

<b>FUNCTIONAL Area</b>	<b>QUICK AREA GUIDE</b>	<b>EXTENT APPLICABLE: YOUR ESTIMATE OF THE % APPLICABLE ARE IN THE HIGHLIGHTED CELLS</b>
Community Services, Bank Services	5%	0
Mobile Library Services Area	5%	
Central or Regional Work Area	5%	5
Central or Regional Community Offices	5%	0
Home Library Service		5
Exchange		
Children's Services		
Other (please specify)		0
<b>20 YEAR MEDIUM POP PROJECTIONS</b>		0
<b>RELATIVE AREA FACTOR (RAF)</b>		<b>275</b>
<b>GROSS FLOOR AREA</b>		3357
<b>(TOTAL COLLECTION FACTOR X RELATIVE AREA FACTOR / 100)</b>		

**POPULATION: FLOOR AREA CALCULATION, POPULATION BASED BENCHMARK:**

PROJECTED POPULATION SERVED	SQ M PER 1,000	LOCAL CATCHMENT	LOCAL CATCHMENT NON-RESIDENT WORKFORCE	LOCAL CATCHMENT SUBTOTAL (INCLUDING NON-RESIDENT WORKFORCE)	LOCAL AREA FACTOR	TOTAL LGA OR REGIONAL POPULATION	TOTAL LGA OR REGIONAL NON-RESIDENT WORKFORCE	WHOLE LGA SUBTOTAL (INCLUDING NON-RESIDENT WORKFORCE)	CENTRAL AREA FACTOR	CIRCULATION (20%)	TOTALS
less than 20,000	42	0	0	0	0	0	0	0	0	0	0
20,001-35,000	39	0	0	0	0	0	0	0	0	0	0
35,001-65,000	35	0	0	0	0	0	0	0	0	0	0
65,001-100,000	31	77900	3000	80900	2508	0	0	0	0	502	3009
more than 100,000	28	0	0	0	0	132500	3000	135500	569	114	683
<b>GROSS FLOOR AREA</b>											<b>3692</b>

## SPACE CALCULATIONS: RIPLEY VALLEY

### INSTRUCTIONS: APPLYING THE BENCHMARKS IN PEOPLE PLACES

This Microsoft Excel spreadsheet has been created to facilitate the use of the Service-Based and Population-Based Benchmarks described in Part 3 of the publication People places (Sydney: Library Council of New South Wales, 2000)

You can enter the data for your own library building project on this instruction sheet and the spreadsheet will automatically generate a total gross floor area using each benchmark. If you wish, you can then print out the entire workbook, showing calculations for both benchmarks.

### SERVICE-BASED BENCHMARK

How many printed items will there be in the collection of your new library?	194700
What percentage of the total items is likely to be on loan at any one time?	30
How many audiovisual items will there be in the collection of your new library?	5000
What percentage of the total audiovisual items is likely to be on loan at any one time?	30
How many current periodical <b>titles</b> will you accommodate?	300
How many public computer terminals (excluding terminals solely used as OPACs) will there be?	20

With the next questions you should indicate how much emphasis is to be given to various functions or services. A quick area guide is provided as an indication of typical provision. Not all the services or functions may be applicable, and there is also space for additional functions to be added.

FUNCTIONAL AREA	QUICK AREA GUIDE	OMIT % SIGN
<b>COLLECTION AREA</b>		
Books and volumes on shelves, Periodicals, Non print material, Virtual and digital resources	100% (mandatory)	100
<b>READING AND STUDY AREAS</b>		
Meeting Areas	10%	10
Study Areas	15%	15
Browsing, Display, Information	5%	5
<b>RESOURCE AREAS</b>		
Catalogues, photocopiers etc	10%	10
Vending machines, telephones	5%	5
<b>STAFF AREAS</b>		
Service Desk	15%	15
Staff Work Area	15%	15
Storage	5%	5
<b>AMENITIES</b>		
Foyer, Lobby, corridors etc	10%	10
Toilets, restrooms, storage etc	5%	5
Plant equipment, maintenance	5%	5
<b>ADDITIONAL SERVICE AREAS</b>		
Children's Storytelling Area	5-10%	10
Young Adult Area	5-10%	10
Specialist Room, Local and Family History	10-15%	10
Multi-Purpose, Training, AV Room	20-25%	20

FUNCTIONAL AREA	QUICK AREA GUIDE	OMIT % SIGN
Bookshop, Coffee Shop	10-15%	15
Toy Library	10-20%	
Community Services, Bank Services	5%	
Mobile Library Services Area	5%	
Central or Regional Work Area	5%	5
Central or Regional Community Offices	5%	
Home Library Service		5
Exchange		
Children's Services		
Other (please specify)		
<b>LONG TERM POP PROJECTION</b>		

**POPULATION-BASED BENCHMARK**

What is the ten-year population forecast for the local catchment of the proposed library?

110000

How many people would you forecast to be in the non-resident workforce in that catchment in ten years time?

0

If it is a central library, what is the total ten-year projection for the population of the whole local government or regional area?

0

How many people would you forecast to be in the non-resident workforce in the local government or regional area in ten years time?

0

If central library functions are shared between libraries, show the number of libraries equally sharing these functions. **Otherwise leave as "1"**

1

**FLOOR AREA REQUIRED**

*Service-Based Benchmark*

4202

*square metres gross*

*Population-Based Benchmark*

3696

*square metres gross*

**ENQUIRIES**

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**Revised August 2004**

**SERVICE: TARGET COLLECTION FACTOR (TCF)**

<b>TARGET COLLECTION FACTOR (TCF)</b>		<b>SPACE STANDARD</b>		<b>YOUR FIGURES ARE IN THE HIGHLIGHTED CELLS</b>			
Volumes (assumes 30% on loan)	100 vols per sq m	<b>Items</b>	<b>% on loan</b>	<b>Items on shelf</b>	<b>Factor area</b>		
		194700	30	136290	<b>1363</b>		
Non-book (number)	100 recordings per sq m	5000	30	3500	<b>35</b>		
Periodicals (titles)	10 titles per sq m	300			<b>30</b>		
Electronic resources (number of terminals)	1 terminal per 5 sq m	20			<b>100</b>		
<b>TARGET COLLECTION FACTOR (TCF)</b>					<b>1528</b>		
<b>FUNCTIONAL AREA</b>		<b>QUICK AREA GUIDE</b>		<b>EXTENT APPLICABLE: YOUR ESTIMATE OF THE % APPLICABLE ARE IN THE HIGHLIGHTED CELLS</b>			
<b>COLLECTION AREA</b>							
Books and volumes on shelves, Periodicals, Non print material, Virtual and digital resources		100% (mandatory)		100			
<b>READING AND STUDY AREAS</b>							
Meeting Areas		10%		10			
Study Areas		15%		15			
Browsing, Display, Information		5%		5			
<b>RESOURCE AREAS</b>							
Catalogues, photocopiers etc		10%		10			
Vending machines, telephones		5%		5			
<b>STAFF AREAS</b>							
Service Desk		15%		15			
Staff Work Area		15%		15			
Storage		5%		5			
<b>AMENITIES</b>							
Foyer, Lobby, corridors etc		10%		10			
Toilets, restrooms, storage etc		5%		5			
Plant equipment, maintenance		5%		5			
<b>ADDITIONAL SERVICE AREAS</b>							
Children's Storytelling Area		5-10%		10			
Young Adult Area		5-10%		10			
Specialist Room, Local and Family History		10-15%		10			
Multi-Purpose, Training, AV Room		20-25%		20			
Bookshop, Coffee Shop		10-15%		15			
Toy Library		10-20%					
Community Services, Bank Services		5%		0			
Mobile Library Services Area		5%					
Central or Regional Work Area		5%		5			
Central or Regional Community Offices		5%		0			
Home Library Service				5			

FUNCTIONAL AREA	QUICK AREA GUIDE	EXTENT APPLICABLE: YOUR ESTIMATE OF THE % APPLICABLE ARE IN THE HIGHLIGHTED CELLS
Exchange Children's Services Other (please specify) LONG TERM POP PROJECTION		0 0
<b>RELATIVE AREA FACTOR (RAF)</b>		<b>275</b>
<b>GROSS FLOOR AREA (TOTAL COLLECTION FACTOR X RELATIVE AREA FACTOR/100)</b>		<b>4202</b>

**POPULATION: FLOOR AREA CALCULATION, POPULATION BASED BENCHMARK**

PROJECTED POPULATION SERVED	SQ M PER 1,000	LOCAL CATCHMENT	LOCAL CATCHMENT NON-RESIDENT WORKFORCE	LOCAL CATCHMENT SUBTOTAL (INCLUDING NON-RESIDENT WORKFORCE)	LOCAL AREA FACTOR	TOTAL LGA OR REGIONAL POPULATION	TOTAL LGA OR REGIONAL NON-RESIDENT WORKFORCE	WHOLE LGA SUBTOTAL (INCLUDING NON-RESIDENT WORKFORCE)	CENTRAL AREA FACTOR	CIRCULATION (20%)	TOTALS
less than 20,000	42	0	0	0	0	0	0	0	0	0	0
20,001-35,000	39	0	0	0	0	0	0	0	0	0	0
35,001-65,000	35	0	0	0	0	0	0	0	0	0	0
65,001-100,000	31	0	0	0	0	0	0	0	0	0	0
more than 100,000	28	110000	0	110000	3080	0	0	0	0	616	3696
<b>GROSS FLOOR AREA</b>											<b>3696</b>



**SPACE CALCULATIONS: CBD LIBRARY  
2006 – CITY SERVICE-BASED BENCHMARK**

**INSTRUCTIONS: APPLYING THE BENCHMARKS IN PEOPLE PLACES**

This Microsoft Excel spreadsheet has been created to facilitate the use of the Service-Based and Population-Based Benchmarks described in Part 3 of the publication *People Places* (Sydney: Library Council of New South Wales, 2000)

You can enter the data for your own library building project on this instruction sheet and the spreadsheet will automatically generate a total gross floor area using each benchmark. If you wish, you can then print out the entire workbook, showing calculations for both benchmarks.

**SERVICE-BASED BENCHMARK**

How many printed items will there be in the collection of your new library?	111489
What percentage of the total items is likely to be on loan at any one time?	30
How many audiovisual items will there be in the collection of your new library?	10000
What percentage of the total audiovisual items is likely to be on loan at any one time?	30
How many current periodical titles will you accommodate?	200
How many public computer terminals (excluding terminals solely used as OPACs) will there be?	20

With the next questions you should indicate how much emphasis is to be given to various functions or services. A quick area guide is provided as an indication of typical provision. Not all the services or functions may be applicable, and there is also space for additional functions to be added.

FUNCTIONAL AREA	QUICK AREA GUIDE	OMIT % SIGN
<b>COLLECTION AREA</b>		
Books and volumes on shelves, Periodicals, Non print material, Virtual and digital resources	100% (mandatory)	100
<b>READING AND STUDY AREAS</b>		
Meeting Areas	10%	20
Study Areas	15%	20
Browsing, Display, Information	5%	5
<b>RESOURCE AREAS</b>		
Catalogues, photocopiers etc	10%	10
Vending machines, telephones	5%	5
<b>STAFF AREAS</b>		
Service Desk	15%	15
Staff Work Area	15%	20
Storage	5%	10
<b>AMENITIES</b>		
Foyer, Lobby, corridors etc	10%	10
Toilets, restrooms, storage etc	5%	5
Plant equipment, maintenance	5%	5
<b>ADDITIONAL SERVICE AREAS</b>		
Children's Storytelling Area	5-10%	15
Young Adult Area	5-10%	15
Specialist Room, Local and Family History	10-15%	20

FUNCTIONAL AREA	QUICK AREA GUIDE	OMIT % SIGN
Multi-Purpose, Training, AV Room	20-25%	25
Bookshop, Coffee Shop	10-15%	15
Toy Library	10-20%	10
Community Services, Bank Services	5%	
Mobile Library Services Area	5%	
Central or Regional Work Area	5%	5
Central or Regional Community Offices	5%	
Home Library Service		5
Exchange		
Children's Services		5
Other (please specify)		
<b>BASED ON 1.5 ITEMS OF STOCK</b>		

#### POPULATION-BASED BENCHMARK

What is the ten-year population forecast for the local catchment of the proposed library?	81126
How many people would you forecast to be in the non-resident workforce in that catchment in ten years time?	3000
If it is a central library, what is the total ten-year projection for the population of the whole local government or regional area?	0
How many people would you forecast to be in the non-resident workforce in the local government or regional area in ten years time?	3000
If central library functions are shared between libraries, show the number of libraries equally sharing these functions. <b>Otherwise leave as "1"</b>	1

#### FLOOR AREA REQUIRED

<b>Service-Based Benchmark</b>	<b>3299</b>	<b>square metres gross</b>
<b>Population-Based Benchmark</b>	<b>3152</b>	<b>square metres gross</b>

#### ENQUIRIES

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**Revised August 2004**

**2006 – CITY SERVICE-BASED BENCHMARK**

**SERVICE: TARGET COLLECTION FACTOR (TCF)**

<b>TARGET COLLECTION FACTOR (TCF)</b>	<b>SPACE STANDARD</b>	<b>YOUR FIGURES ARE IN THE HIGHLIGHTED CELLS</b>			
Volumes (assumes 30% on loan)	100 vols per sq m	<b>Items</b>	<b>% on loan</b>	<b>Items on shelf</b>	<b>Factor area</b>
		111489	30	78042	<b>780</b>
Non-book (number)	100 recordings per sq m	10000	30	7000	<b>70</b>
Periodicals (titles)	10 titles per sq m	200			<b>20</b>
Electronic resources (number of terminals)	1 terminal per 5 sq m	20			<b>100</b>
<b>TARGET COLLECTION FACTOR (TCF)</b>					<b>970</b>
<b>FUNCTIONAL AREA</b>	<b>QUICK AREA GUIDE</b>	<b>EXTENT APPLICABLE: YOUR ESTIMATE OF THE % APPLICABLE ARE IN THE HIGHLIGHTED CELLS</b>			
<b>COLLECTION AREA</b> Books and volumes on shelves, Periodicals, Non print material, Virtual and digital resources	100% (mandatory)	100			
<b>READING AND STUDY AREAS</b> Meeting Areas	10%	20			
Study Areas	15%	20			
Browsing, Display, Information	5%	5			
<b>RESOURCE AREAS</b> Catalogues, photocopiers etc	10%	10			
Vending machines, telephones	5%	5			
<b>STAFF AREAS</b> Service Desk	15%	15			
Staff Work Area	15%	20			
Storage	5%	10			
<b>AMENITIES</b> Foyer, Lobby, corridors etc	10%	10			
Toilets, restrooms, storage etc	5%	5			
Plant equipment, maintenance	5%	5			
<b>ADDITIONAL SERVICE AREAS</b> Children's Storytelling Area	5-10%	15			
Young Adult Area	5-10%	15			
Specialist Room, Local and Family History	10-15%	20			
Multi-Purpose, Training, AV Room	20-25%	25			
Bookshop, Coffee Shop	10-15%	15			
Toy Library	10-20%	10			
Community Services, Bank Services	5%	0			
Mobile Library Services Area	5%	5			
Central or Regional Work Area	5%	5			

FUNCTIONAL AREA	QUICK AREA GUIDE	<i>EXTENT APPLICABLE: YOUR ESTIMATE OF THE % APPLICABLE ARE IN THE HIGHLIGHTED CELLS</i>
Central or Regional Community Offices Home Library Service Exchange Children's Services Other (please specify)	5%	0 5 5 0 0
<b>BASED ON 1.5 ITEMS OF STOCK</b>		0
<b>RELATIVE AREA FACTOR (RAF)</b>		<b>340</b>
<b>GROSS FLOOR AREA (TOTAL COLLECTION FACTOR X RELATIVE AREA FACTOR / 100)</b>		<b>3299</b>

**2006 – CITY SERVICE-BASED BENCHMARK**

**POPULATION: FLOOR AREA CALCULATION, POPULATION BASED BENCHMARK**

PROJECTED POPULATION SERVED	SQ M PER 1,000	LOCAL CATCHMENT	LOCAL CATCHMENT NON-RESIDENT WORKFORCE	LOCAL CATCHMENT SUBTOTAL (INCLUDING NON-RESIDENT WORKFORCE)	LOCAL AREA FACTOR	TOTAL LGA OR REGIONAL POPULATION	TOTAL LGA OR REGIONAL NON-RESIDENT WORKFORCE	WHOLE LGA SUBTOTAL (INCLUDING NON-RESIDENT WORKFORCE)	CENTRAL AREA FACTOR	CIRCULATION (20%)	TOTALS
less than 20,000	42	0	0	0	0	0	3000	3000	19	4	23
20,001-35,000	39	0	0	0	0	0	0	0	0	0	0
35,001-65,000	35	0	0	0	0	0	0	0	0	0	0
65,001-100,000	31	81126	3000	84126	2608	0	0	0	0	522	3129
more than 100,000	28	0	0	0	0	0	0	0	0	0	0
<b>GROSS FLOOR AREA</b>											<b>3152</b>

## 2011 – CITY SERVICED-BASED BENCHMARK

### INSTRUCTIONS: APPLYING THE BENCHMARKS IN PEOPLE PLACES

This Microsoft Excel spreadsheet has been created to facilitate the use of the Service-Based and Population-Based Benchmarks described in Part 3 of the publication *People places* (Sydney: Library Council of New South Wales, 2000)

You can enter the data for your own library building project on this instruction sheet and the spreadsheet will automatically generate a total gross floor area using each benchmark. If you wish, you can then print out the entire workbook, showing calculations for both benchmarks.

### SERVICE-BASED BENCHMARK

How many printed items will there be in the collection of your new library?	133864
What percentage of the total items is likely to be on loan at any one time?	30
How many audiovisual items will there be in the collection of your new library?	10000
What percentage of the total audiovisual items is likely to be on loan at any one time?	30
How many current periodical <b>titles</b> will you accommodate?	200
How many public computer terminals (excluding terminals solely used as OPACs) will there be?	20

With the next questions you should indicate how much emphasis is to be given to various functions or services. A quick area guide is provided as an indication of typical provision. Not all the services or functions may be applicable, and there is also space for additional functions to be added.

FUNCTIONAL AREA	QUICK AREA GUIDE	OMIT % SIGN
<b>COLLECTION AREA</b>		
Books and volumes on shelves, Periodicals, Non print material, Virtual and digital resources	100% (mandatory)	100
<b>READING AND STUDY AREAS</b>		
Meeting Areas	10%	20
Study Areas	15%	20
Browsing, Display, Information	5%	5
<b>RESOURCE AREAS</b>		
Catalogues, photocopiers etc	10%	10
Vending machines, telephones	5%	5
<b>STAFF AREAS</b>		
Service Desk	15%	15
Staff Work Area	15%	20
Storage	5%	10
<b>AMENITIES</b>		
Foyer, Lobby, corridors etc	10%	10
Toilets, restrooms, storage etc	5%	5
Plant equipment, maintenance	5%	5
<b>ADDITIONAL SERVICE AREAS</b>		
Children's Storytelling Area	5-10%	15
Young Adult Area	5-10%	15
Specialist Room, Local and Family History	10-15%	20
Multi-Purpose, Training, AV Room	20-25%	25

FUNCTIONAL AREA	QUICK AREA GUIDE	OMIT % SIGN
Bookshop, Coffee Shop	10-15%	15
Toy Library	10-20%	10
Community Services, Bank Services	5%	
Mobile Library Services Area	5%	
Central or Regional Work Area	5%	5
Central or Regional Community Offices	5%	
Home Library Service		5
Exchange		
Children's Services		5
Other <b>(please specify)</b>		
<b>BASED ON 1.5 ITEMS OF STOCK</b>		

**POPULATION-BASED BENCHMARK**

What is the ten-year population forecast for the local catchment of the proposed library?	96043
How many people would you forecast to be in the non-resident workforce in that catchment in ten years time?	3000
If it is a central library, what is the total ten-year projection for the population of the whole local government or regional area?	0
How many people would you forecast to be in the non-resident workforce in the local government or regional area in ten years time?	3000
If central library functions are shared between libraries, show the number of libraries equally sharing these functions. <b>Otherwise leave as "1"</b>	1

**FLOOR AREA REQUIRED**

<b>Service-Based Benchmark</b>	<b>3832</b>	<b>square metres gross</b>
<b>Population-Based Benchmark</b>	<b>3707</b>	<b>square metres gross</b>

**ENQUIRIES**

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**Revised August 2004**

**2011 – CITY SERVICED-BASED BENCHMARK**

**SERVICE: TARGET COLLECTION FACTOR (TCF)**

<b>TARGET COLLECTION FACTOR (TCF)</b>	<b>SPACE STANDARD</b>	<b>YOUR FIGURES ARE IN THE HIGHLIGHTED CELLS</b>			
Volumes (assumes 30% on loan)	100 vols per sq m	<b>Items</b>	<b>% on loan</b>	<b>Items on shelf</b>	<b>Factor area</b>
		133864	30	93705	<b>937</b>
Non-book (number)	100 recordings per sq m	10000	30	7000	<b>70</b>
Periodicals (titles)	10 titles per sq m	200			<b>20</b>
Electronic resources (number of terminals)	1 terminal per 5 sq m	20			<b>100</b>
<b>Target Collection Factor (TCF)</b>					<b>1127</b>
<b>FUNCTIONAL AREA</b>	<b>QUICK AREA GUIDE</b>	<b>EXTENT APPLICABLE: YOUR ESTIMATE OF THE % APPLICABLE ARE IN THE HIGHLIGHTED CELLS</b>			
<b>COLLECTION AREA</b> Books and volumes on shelves, Periodicals, Non print material, Virtual and digital resources	100% (mandatory)	100			
<b>READING AND STUDY AREAS</b>					
Meeting Areas	10%	20			
Study Areas	15%	20			
Browsing, Display, Information	5%	5			
<b>RESOURCE AREAS</b>					
Catalogues, photocopiers etc	10%	10			
Vending machines, telephones	5%	5			
<b>Staff Areas</b>					
Service Desk	15%	15			
Staff Work Area	15%	20			
Storage	5%	10			
<b>AMENITIES</b>					
Foyer, Lobby, corridors etc	10%	10			
Toilets, restrooms, storage etc	5%	5			
Plant equipment, maintenance	5%	5			
<b>ADDITIONAL SERVICE AREAS</b>					
Children's Storytelling Area	5-10%	15			
Young Adult Area	5-10%	15			
Specialist Room, Local and Family History	10-15%	20			
Multi-Purpose, Training, AV Room	20-25%	25			
Bookshop, Coffee Shop	10-15%	15			
Toy Library	10-20%	10			
Community Services, Bank Services	5%	0			
Mobile Library Services Area	5%	0			
Central or Regional Work Area	5%	5			
Central or Regional Community Offices	5%	0			



<b>FUNCTIONAL AREA</b>	<b>QUICK AREA GUIDE</b>	<b>EXTENT APPLICABLE: YOUR ESTIMATE OF THE % APPLICABLE ARE IN THE HIGHLIGHTED CELLS</b>
Home Library Service Exchange Children's Services Other (please specify)		5  5 0
<b>BASED ON 1.5 ITEMS OF STOCK</b>		0
<b>RELATIVE AREA FACTOR (RAF)</b>		<b>340</b>
<b>GROSS FLOOR AREA (TOTAL COLLECTION FACTOR X RELATIVE AREA FACTOR / 100)</b>		<b>3832</b>

**2011 – CITY SERVICED-BASED BENCHMARK**

**POPULATION: FLOOR AREA CALCULATION, POPULATION BASED BENCHMARK**

PROJECTED POPULATION SERVED	SQ M PER 1,000	LOCAL CATCHMENT	LOCAL CATCHMENT NON-RESIDENT WORKFORCE	LOCAL CATCHMENT SUBTOTAL (INCLUDING NON-RESIDENT WORKFORCE)	LOCAL AREA FACTOR	TOTAL LGA OR REGIONAL POPULATION	TOTAL LGA OR REGIONAL NON-RESIDENT WORKFORCE	WHOLE LGA SUBTOTAL (INCLUDING NON-RESIDENT WORKFORCE)	CENTRAL AREA FACTOR	CIRCULATION (20%)	TOTALS
less than 20,000	42	0	0	0	0	0	3000	3000	19	4	23
20,001-35,000	39	0	0	0	0	0	0	0	0	0	0
35,001-65,000	35	0	0	0	0	0	0	0	0	0	0
65,001-100,000	31	96043	3000	99043	3070	0	0	0	0	614	3684
more than 100,000	28	0	0	0	0	0	0	0	0	0	0
<b>GROSS FLOOR AREA</b>											<b>3707</b>

## 2016 – CITY SERVICE-BASED BENCHMARK

### INSTRUCTIONS: APPLYING THE BENCHMARKS IN *PEOPLE PLACES*

This Microsoft Excel spreadsheet has been created to facilitate the use of the Service-Based and Population-Based Benchmarks described in Part 3 of the publication *People places* (Sydney: Library Council of New South Wales, 2000)

You can enter the data for your own library building project on this instruction sheet and the spreadsheet will automatically generate a total gross floor area using each benchmark. If you wish, you can then print out the entire workbook, showing calculations for both benchmarks.

### SERVICE-BASED BENCHMARK

How many printed items will there be in the collection of your new library?	159790
What percentage of the total items is likely to be on loan at any one time?	30
How many audiovisual items will there be in the collection of your new library?	10000
What percentage of the total audiovisual items is likely to be on loan at any one time?	30
How many current periodical <b>titles</b> will you accommodate?	200
How many public computer terminals (excluding terminals solely used as OPACs) will there be?	20

With the next questions you should indicate how much emphasis is to be given to various functions or services. A quick area guide is provided as an indication of typical provision. Not all the services or functions may be applicable, and there is also space for additional functions to be added.

FUNCTIONAL AREA	QUICK AREA GUIDE	OMIT % SIGN
<b>COLLECTION AREA</b>		
Books and volumes on shelves, Periodicals, Non print material, Virtual and digital resources	100% (mandatory)	100
<b>READING AND STUDY AREAS</b>		
Meeting Areas	10%	20
Study Areas	15%	20
Browsing, Display, Information	5%	5
<b>RESOURCE AREAS</b>		
Catalogues, photocopiers etc	10%	10
Vending machines, telephones	5%	5
<b>STAFF AREAS</b>		
Service Desk	15%	15
Staff Work Area	15%	20
Storage	5%	10
<b>AMENITIES</b>		
Foyer, Lobby, corridors etc	10%	10
Toilets, restrooms, storage etc	5%	5
Plant equipment, maintenance	5%	5
<b>ADDITIONAL SERVICE AREAS</b>		
Children's Storytelling Area	5-10%	15
Young Adult Area	5-10%	15
Specialist Room, Local and Family History	10-15%	20
Multi-Purpose, Training, AV Room	20-25%	25

FUNCTIONAL AREA	QUICK AREA GUIDE	OMIT % SIGN
Bookshop, Coffee Shop	10-15%	15
Toy Library	10-20%	10
Community Services, Bank Services	5%	
Mobile Library Services Area	5%	
Central or Regional Work Area	5%	5
Central or Regional Community Offices	5%	
Home Library Service		5
Exchange		
Children's Services		5
Other (please specify)		
<b>BASED ON 1.5 ITEMS PER HEAD OF POP</b>		

**POPULATION-BASED BENCHMARK**

What is the ten-year population forecast for the local catchment of the proposed library?	113327
How many people would you forecast to be in the non-resident workforce in that catchment in ten years time?	3000
If it is a central library, what is the total ten-year projection for the population of the whole local government or regional area?	0
How many people would you forecast to be in the non-resident workforce in the local government or regional area in ten years time?	3000
If central library functions are shared between libraries, show the number of libraries equally sharing these functions. <b>Otherwise leave as "1"</b>	1

**FLOOR AREA REQUIRED**

<b>Service-Based Benchmark</b>	<b>4449</b>	<b>square metres gross</b>
<b>Population-Based Benchmark</b>	<b>3931</b>	<b>square metres gross</b>

**ENQUIRIES**

Please contact Dr David J. Jones, Library Building Consultant and Principal, Building and Planning Advisory Service, Public Libraries Branch, State Library of New South Wales, Macquarie Street, Sydney 2000, with any questions about this spreadsheet.

Phone: (02) 9273 1572 Fax: (02) 9273 1244 Email: djones@sl.nsw.gov.au

**Revised August 2004**

**2016 – CITY SERVICE-BASED BENCHMARK**

**SERVICE: TARGET COLLECTION FACTOR (TCF)**

<b>TARGET COLLECTION FACTOR (TCF)</b>	<b>SPACE STANDARD</b>	<b>YOUR FIGURES ARE IN THE HIGHLIGHTED CELLS</b>			
Volumes (assumes 30% on loan)	100 vols per sq m	<b>Items</b>	<b>% on loan</b>	<b>Items on shelf</b>	<b>Factor area</b>
		159790	30	111853	<b>1119</b>
Non-book (number)	100 recordings per sq m	10000	30	7000	<b>70</b>
Periodicals (titles)	10 titles per sq m	200			<b>20</b>
Electronic resources (number of terminals)	1 terminal per 5 sq m	20			<b>100</b>
<b>TARGET COLLECTION FACTOR (TCF)</b>					<b>1309</b>
<b>FUNCTIONAL AREA</b>		<b>QUICK AREA GUIDE</b>	<b>EXTENT APPLICABLE: YOUR ESTIMATE OF THE % APPLICABLE ARE IN THE HIGHLIGHTED CELLS</b>		
<b>COLLECTION AREA</b>					
Books and volumes on shelves, Periodicals, Non print material, Virtual and digital resources		100% (mandatory)		100	
<b>READING AND STUDY AREAS</b>					
Meeting Areas			10%	20	
Study Areas			15%	20	
Browsing, Display, Information			5%	5	
<b>RESOURCE AREAS</b>					
Catalogues, photocopiers etc			10%	10	
Vending machines, telephones			5%	5	
<b>STAFF AREAS</b>					
Service Desk			15%	15	
Staff Work Area			15%	20	
Storage			5%	10	
<b>AMENITIES</b>					
Foyer, Lobby, corridors etc			10%	10	
Toilets, restrooms, storage etc			5%	5	
Plant equipment, maintenance			5%	5	
<b>ADDITIONAL SERVICE AREAS</b>					
Children's Storytelling Area			5-10%	15	
Young Adult Area			5-10%	15	
Specialist Room, Local and Family History			10-15%	20	
Multi-Purpose, Training, AV Room			20-25%	25	
Bookshop, Coffee Shop			10-15%	15	
Toy Library			10-20%	10	
Community Services, Bank Services			5%	0	
Mobile Library Services Area			5%		
Central or Regional Work Area			5%	5	
Central or Regional Community Offices			5%	0	

FUNCTIONAL AREA	QUICK AREA GUIDE	<i>EXTENT APPLICABLE: YOUR ESTIMATE OF THE % APPLICABLE ARE IN THE HIGHLIGHTED CELLS</i>
Home Library Service Exchange Children's Services Other (please specify)		5  5 0
<b>BASED ON 1.5 ITEMS PER HEAD OF POP</b>		0
<b>RELATIVE AREA FACTOR (RAF)</b>		<b>340</b>
<b>GROSS FLOOR AREA (TOTAL COLLECTION FACTOR X RELATIVE AREA FACTOR / 100)</b>		<b>4449</b>

**2016 – CITY SERVICE-BASED BENCHMARK**

**POPULATION: FLOOR AREA CALCULATION, POPULATION BASED BENCHMARK**

PROJECTED POPULATION SERVED	SQ M PER 1,000	LOCAL CATCHMENT	LOCAL CATCHMENT NON-RESIDENT WORKFORCE	LOCAL CATCHMENT SUBTOTAL (INCLUDING NON-RESIDENT WORKFORCE)	LOCAL AREA FACTOR	TOTAL LGA OR REGIONAL POPULATION	TOTAL LGA OR REGIONAL NON-RESIDENT WORKFORCE	WHOLE LGA SUBTOTAL (INCLUDING NON-RESIDENT WORKFORCE)	CENTRAL AREA FACTOR	CIRCULATION (20%)	TOTALS
less than 20,000	42	0	0	0	0	0	3000	3000	19	4	23
20,001-35,000	39	0	0	0	0	0	0	0	0	0	0
35,001-65,000	35	0	0	0	0	0	0	0	0	0	0
65,001-100,000	31	0	0	0	0	0	0	0	0	0	0
more than 100,000	28	113327	3000	116327	3257	0	0	0	0	651	3909
<b>GROSS FLOOR AREA</b>											<b>3931</b>

## 2021 – CITY SERVICE-BASED BENCHMARK

### INSTRUCTIONS: APPLYING THE BENCHMARKS IN *PEOPLE PLACES*

This Microsoft Excel spreadsheet has been created to facilitate the use of the Service-Based and Population-Based Benchmarks described in Part 3 of the publication *People places* (Sydney: Library Council of New South Wales, 2000)

You can enter the data for your own library building project on this instruction sheet and the spreadsheet will automatically generate a total gross floor area using each benchmark. If you wish, you can then print out the entire workbook, showing calculations for both benchmarks.

### SERVICE-BASED BENCHMARK

How many printed items will there be in the collection of your new library?	159790
What percentage of the total items is likely to be on loan at any one time?	30
How many audiovisual items will there be in the collection of your new library?	10000
What percentage of the total audiovisual items is likely to be on loan at any one time?	30
How many current periodical <b>titles</b> will you accommodate?	200
How many public computer terminals (excluding terminals solely used as OPACs) will there be?	20

With the next questions you should indicate how much emphasis is to be given to various functions or services. A quick area guide is provided as an indication of typical provision. Not all the services or functions may be applicable, and there is also space for additional functions to be added.

FUNCTIONAL AREA	QUICK AREA GUIDE	OMIT % SIGN
<b>COLLECTION AREA</b>		
Books and volumes on shelves, Periodicals, Non print material, Virtual and digital resources	100% (mandatory)	100
<b>READING AND STUDY AREAS</b>		
Meeting Areas	10%	20
Study Areas	15%	20
Browsing, Display, Information	5%	5
<b>RESOURCE AREAS</b>		
Catalogues, photocopiers etc	10%	10
Vending machines, telephones	5%	5
<b>STAFF AREAS</b>		
Service Desk	15%	15
Staff Work Area	15%	20
Storage	5%	10
<b>AMENITIES</b>		
Foyer, Lobby, corridors etc	10%	10
Toilets, restrooms, storage etc	5%	5
Plant equipment, maintenance	5%	5
<b>ADDITIONAL SERVICE AREAS</b>		
Children's Storytelling Area	5-10%	15
Young Adult Area	5-10%	15
Specialist Room, Local and Family History	10-15%	20



FUNCTIONAL AREA	QUICK AREA GUIDE	OMIT % SIGN
Multi-Purpose, Training, AV Room	20-25%	25
Bookshop, Coffee Shop	10-15%	15
Toy Library	10-20%	10
Community Services, Bank Services	5%	
Mobile Library Services Area	5%	
Central or Regional Work Area	5%	5
Central or Regional Community Offices	5%	
Home Library Service		5
Exchange		
Children's Services		5
Other <b>(please specify)</b>		
<b>BASED ON 1.5 ITEMS PER HEAD OF POP</b>		

#### POPULATION-BASED BENCHMARK

What is the ten-year population forecast for the local catchment of the proposed library?	113327
How many people would you forecast to be in the non-resident workforce in that catchment in ten years time?	3000
If it is a central library, what is the total ten-year projection for the population of the whole local government or regional area?	0
How many people would you forecast to be in the non-resident workforce in the local government or regional area in ten years time?	3000
If central library functions are shared between libraries, show the number of libraries equally sharing these functions. <b>Otherwise leave as "1"</b>	1

#### FLOOR AREA REQUIRED

<b>Service-Based Benchmark</b>	<b>4449</b>	<b>square metres gross</b>
<b>Population-Based Benchmark</b>	<b>3931</b>	<b>square metres gross</b>

#### ENQUIRIES

Please contact Dr David J. Jones, Library Building Consultant and Principal, Building and Planning Advisory Service, Public Libraries Branch, State Library of New South Wales, Macquarie Street, Sydney 2000, with any questions about this spreadsheet.

Phone: (02) 9273 1572 Fax: (02) 9273 1244 Email: [djones@sl.nsw.gov.au](mailto:djones@sl.nsw.gov.au)

**Revised August 2004**

**2021 – CITY SERVICE-BASED BENCHMARK**

**SERVICE: TARGET COLLECTION FACTOR (TCF)**

<b>TARGET COLLECTION FACTOR (TCF)</b>	<b>SPACE STANDARD</b>	<b>YOUR FIGURES ARE IN THE HIGHLIGHTED CELLS</b>			
Volumes (assumes 30% on loan)	100 vols per sq m	<b>Items</b>	<b>% on loan</b>	<b>Items on shelf</b>	<b>Factor area</b>
		159790	30	111853	<b>1119</b>
Non-book (number)	100 recordings per sq m	10000	30	7000	<b>70</b>
Periodicals (titles)	10 titles per sq m	200			<b>20</b>
Electronic resources (number of terminals)	1 terminal per 5 sq m	20			<b>100</b>
<b>TARGET COLLECTION FACTOR (TCF)</b>					<b>1309</b>
<b>FUNCTIONAL AREA</b>		<b>QUICK AREA GUIDE</b>		<b>EXTENT APPLICABLE: YOUR ESTIMATE OF THE % APPLICABLE ARE IN THE HIGHLIGHTED CELLS</b>	
<b>COLLECTION AREA</b> Books and volumes on shelves, Periodicals, Non print material, Virtual and digital resources		100% (mandatory)		100	
<b>READING AND STUDY AREAS</b>					
Meeting Areas		10%		20	
Study Areas		15%		20	
Browsing, Display, Information		5%		5	
<b>RESOURCE AREAS</b>					
Catalogues, photocopiers etc		10%		10	
Vending machines, telephones		5%		5	
<b>STAFF AREAS</b>					
Service Desk		15%		15	
Staff Work Area		15%		20	
Storage		5%		10	
<b>AMENITIES</b>					
Foyer, Lobby, corridors etc		10%		10	
Toilets, restrooms, storage etc		5%		5	
Plant equipment, maintenance		5%		5	
<b>ADDITIONAL SERVICE AREAS</b>					
Children’s Storytelling Area		5-10%		15	
Young Adult Area		5-10%		15	
Specialist Room, Local and Family History		10-15%		20	
Multi-Purpose, Training, AV Room		20-25%		25	
Bookshop, Coffee Shop		10-15%		15	
Toy Library		10-20%		10	
Community Services, Bank Services		5%		0	

FUNCTIONAL AREA	QUICK AREA GUIDE	<b>EXTENT APPLICABLE: YOUR ESTIMATE OF THE % APPLICABLE ARE IN THE HIGHLIGHTED CELLS</b>
Mobile Library Services Area	5%	
Central or Regional Work Area	5%	5
Central or Regional Community Offices	5%	0
Home Library Service		5
Exchange		
Children's Services		5
Other (please specify)		0
<b>BASED ON 1.5 ITEMS PER HEAD OF POP</b>		0
<b>RELATIVE AREA FACTOR (RAF)</b>		<b>340</b>
<b>GROSS FLOOR AREA (TOTAL COLLECTION FACTOR X RELATIVE AREA FACTOR / 100)</b>		<b>4449</b>

**2021 – CITY SERVICE-BASED BENCHMARK**

**POPULATION: FLOOR AREA CALCULATION, POPULATION BASED BENCHMARK**

PROJECTED POPULATION SERVED	SQ M PER 1,000	LOCAL CATCHMENT	LOCAL CATCHMENT NON-RESIDENT WORKFORCE	LOCAL CATCHMENT SUBTOTAL (INCLUDING NON-RESIDENT WORKFORCE)	LOCAL AREA FACTOR	TOTAL LGA OR REGIONAL POPULATION	TOTAL LGA OR REGIONAL NON-RESIDENT WORKFORCE	WHOLE LGA SUBTOTAL (INCLUDING NON-RESIDENT WORKFORCE)	CENTRAL AREA FACTOR	CIRCULATION (20%)	TOTALS
less than 20,000	42	0	0	0	0	0	3000	3000	19	4	23
20,001-35,000	39	0	0	0	0	0	0	0	0	0	0
35,001-65,000	35	0	0	0	0	0	0	0	0	0	0
65,001-100,000	31	0	0	0	0	0	0	0	0	0	0
more than 100,000	28	113327	3000	116327	3257	0	0	0	0	651	3909
<b>GROSS FLOOR AREA</b>											<b>3931</b>

## 2026 – CITY SERVICE-BASED BENCHMARK

### INSTRUCTIONS: APPLYING THE BENCHMARKS IN *PEOPLE PLACES*

This Microsoft Excel spreadsheet has been created to facilitate the use of the Service-Based and Population-Based Benchmarks described in Part 3 of the publication *People Places* (Sydney: Library Council of New South Wales, 2000)

You can enter the data for your own library building project on this instruction sheet and the spreadsheet will automatically generate a total gross floor area using each benchmark. If you wish, you can then print out the entire workbook, showing calculations for both benchmarks.

### SERVICE-BASED BENCHMARK

How many printed items will there be in the collection of your new library?	303447
What percentage of the total items is likely to be on loan at any one time?	30
How many audiovisual items will there be in the collection of your new library?	10000
What percentage of the total audiovisual items is likely to be on loan at any one time?	30
How many current periodical <b>titles</b> will you accommodate?	200
How many public computer terminals (excluding terminals solely used as OPACs) will there be?	20

With the next questions you should indicate how much emphasis is to be given to various functions or services. A quick area guide is provided as an indication of typical provision. Not all the services or functions may be applicable, and there is also space for additional functions to be added.

FUNCTIONAL AREA	QUICK AREA GUIDE	OMIT % SIGN
<b>COLLECTION AREA</b>		
Books and volumes on shelves, Periodicals, Non print material, Virtual and digital resources	100% (mandatory)	100
<b>READING AND STUDY AREAS</b>		
Meeting Areas	10%	20
Study Areas	15%	20
Browsing, Display, Information	5%	5
<b>RESOURCE AREAS</b>		
Catalogues, photocopiers etc	10%	10
Vending machines, telephones	5%	5
<b>STAFF AREAS</b>		
Service Desk	15%	15
Staff Work Area	15%	20
Storage	5%	10
<b>AMENITIES</b>		
Foyer, Lobby, corridors etc	10%	10
Toilets, restrooms, storage etc	5%	5
Plant equipment, maintenance	5%	5
<b>ADDITIONAL SERVICE AREAS</b>		
Children's Storytelling Area	5-10%	15
Young Adult Area	5-10%	15
Specialist Room, Local and Family History	10-15%	20

FUNCTIONAL AREA	QUICK AREA GUIDE	OMIT % SIGN
Multi-Purpose, Training, AV Room	20-25%	25
Bookshop, Coffee Shop	10-15%	15
Toy Library	10-20%	10
Community Services, Bank Services	5%	
Mobile Library Services Area	5%	
Central or Regional Work Area	5%	5
Central or Regional Community Offices	5%	
Home Library Service		5
Exchange		
Children's Services		5
Other <b>(please specify)</b>		
<b>BASED ON 1.5 ITEMS PER HEAD OF POP</b>		

#### POPULATION-BASED BENCHMARK

What is the ten-year population forecast for the local catchment of the proposed library?	202298
How many people would you forecast to be in the non-resident workforce in that catchment in ten years time?	3000
If it is a central library, what is the total ten-year projection for the population of the whole local government or regional area?	0
How many people would you forecast to be in the non-resident workforce in the local government or regional area in ten years time?	3000
If central library functions are shared between libraries, show the number of libraries equally sharing these functions. <b>Otherwise leave as "1"</b>	1

#### FLOOR AREA REQUIRED

<b>Service-Based Benchmark</b>	<b>7868</b>	<b>square metres gross</b>
<b>Population-Based Benchmark</b>	<b>6921</b>	<b>square metres gross</b>

#### ENQUIRIES

Please contact Dr David J. Jones, Library Building Consultant and Principal, Building and Planning Advisory Service, Public Libraries Branch, State Library of New South Wales, Macquarie Street, Sydney 2000, with any questions about this spreadsheet.

Phone (02) 9273 1572 Fax (02) 9273 1244 Email [djones@sl.nsw.gov.au](mailto:djones@sl.nsw.gov.au)

**Revised August 2004**

**2026 – CITY SERVICE-BASED BENCHMARK**

**SERVICES: TARGET COLLECTION FACTOR (TCF)**

<b>TARGET COLLECTION FACTOR (TCF)</b>	<b>SPACE STANDARD</b>	<b>YOUR FIGURES ARE IN THE HIGHLIGHTED CELLS</b>			
Volumes (assumes 30% on loan)	100 vols per sq m	<b>Items</b>	<b>% on loan</b>	<b>Items on shelf</b>	<b>Factor area</b>
		303447	30	212413	<b>2124</b>
Non-book (number)	100 recordings per sq m	10000	30	7000	<b>70</b>
Periodicals (titles)	10 titles per sq m	200			<b>20</b>
Electronic resources (number of terminals)	1 terminal per 5 sq m	20			<b>100</b>
<b>TARGET COLLECTION FACTOR (TCF)</b>					<b>2314</b>
<b>FUNCTIONAL AREA</b>		<b>QUICK AREA GUIDE</b>		<b>EXTENT APPLICABLE: YOUR ESTIMATE OF THE % APPLICABLE ARE IN THE HIGHLIGHTED CELLS</b>	
<b>COLLECTION AREA</b> Books and volumes on shelves, Periodicals, Non print material, Virtual and digital resources		100% (mandatory)		100	
<b>READING AND STUDY AREAS</b>					
Meeting Areas		10%		20	
Study Areas		15%		20	
Browsing, Display, Information		5%		5	
<b>RESOURCE AREAS</b>					
Catalogues, photocopiers etc		10%		10	
Vending machines, telephones		5%		5	
<b>STAFF AREAS</b>					
Service Desk		15%		15	
Staff Work Area		15%		20	
Storage		5%		10	
<b>AMENITIES</b>					
Foyer, Lobby, corridors etc		10%		10	
Toilets, restrooms, storage etc		5%		5	
Plant equipment, maintenance		5%		5	
<b>ADDITIONAL SERVICE AREAS</b>					
Children's Storytelling Area		5-10%		15	
Young Adult Area		5-10%		15	
Specialist Room, Local and Family History		10-15%		20	
Multi-Purpose, Training, AV Room		20-25%		25	
Bookshop, Coffee Shop		10-15%		15	
Toy Library		10-20%		10	
Community Services, Bank Services		5%		0	
Mobile Library Services Area		5%			

FUNCTIONAL AREA	QUICK AREA GUIDE	<b>EXTENT APPLICABLE: YOUR ESTIMATE OF THE % APPLICABLE ARE IN THE HIGHLIGHTED CELLS</b>
Central or Regional Work Area	5%	5
Central or Regional Community Offices	5%	0
Home Library Service		5
Exchange		
Children's Services		5
Other (please specify)		0
<b>BASED ON 1.5 ITEMS PER HEAD OF POP</b>		0
<b>RELATIVE AREA FACTOR (RAF)</b>		<b>340</b>
<b>GROSS FLOOR AREA (TOTAL COLLECTION FACTOR X RELATIVE AREA FACTOR / 100)</b>		<b>7868</b>



**2026 – CITY SERVICE-BASED BENCHMARK**

**POPULATION: FLOOR AREA CALCULATION, POPULATION BASED BENCHMARK**

PROJECTED POPULATION SERVED	SQ M PER 1,000	LOCAL CATCHMENT	LOCAL CATCHMENT NON-RESIDENT WORKFORCE	LOCAL CATCHMENT SUBTOTAL (INCLUDING NON-RESIDENT WORKFORCE)	LOCAL AREA FACTOR	TOTAL LGA OR REGIONAL POPULATION	TOTAL LGA OR REGIONAL NON-RESIDENT WORKFORCE	WHOLE LGA SUBTOTAL (INCLUDING NON-RESIDENT WORKFORCE)	CENTRAL AREA FACTOR	CIRCULATION (20%)	TOTALS
less than 20,000	42	0	0	0	0	0	3000	3000	19	4	23
20,001-35,000	39	0	0	0	0	0	0	0	0	0	0
35,001-65,000	35	0	0	0	0	0	0	0	0	0	0
65,001-100,000	31	0	0	0	0	0	0	0	0	0	0
more than 100,000	28	202298	3000	205298	5748	0	0	0	0	1150	6898
<b>GROSS FLOOR AREA</b>											<b>6921</b>

## **APPENDIX 2: INDUSTRY TRENDS AND RELEVANT CASE STUDIES**

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Please refer to the attached PDF document for the details of Appendix 2.



## **APPENDIX 3: PROPOSED LIBRARY HUB LOCATIONS**

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Please refer to the attached PDF document for the details of Appendix 3.



The Ipswich Library Strategy was adopted by Council on Tuesday 24<sup>th</sup> March 2009.



# Ipswich City Library Strategy

## Appendix 2

### Industry Trends and Relevant Case Studies

May 2007



ECONOMICS > FINANCE > MARKET RESEARCH > PROPERTY ADVISORY  
ORGANISATIONAL CONSULTING > DESIGN & ADVERTISING > GOVERNMENT RELATIONS



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## 1. Appendix 1: Trends and relevant models

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This Appendix provides selected examples of practice in public libraries in Australia and overseas. It is by no means meant to be an exhaustive list and models have been chosen based on their potential application to Ipswich City Library in the future delivery of library services.

Models of excellence in the provision of library services which have focused on the promotion of social cohesion and partnering and the development of lifelong learning. Some examples of alternate methods of service delivery have also been noted. A section has also been provided briefly detailing innovations in new library buildings.

In summary, survey of the library literature and case studies show that increased community engagement is a critical success factor in library service provision across a range of target groups. The development of innovative partnerships to support outreach and programming in several libraries has made a significant difference in communities. There has been a trend towards libraries becoming more involved in community development and in developing strategies to build more cohesive and inclusive communities. Brisbane City Library provides an exemplary model in its focus on strategic partnerships and programming and the strategic positioning of the library to play a broader role for Council in the community to deliver on Council's outcomes. This same concept is expressed in Auckland City Libraries as the "*Community Anchor*" which is a key outcome area driving planning around community engagement, cohesion, outreach and programming. Certainly, library trends and models that have been developed point to the need for the public library to become more flexible as a centre for community engagement and development, which can include the development of citizenship, strategies to break down isolation, engaging youth, focus on special needs in the community and bringing people together to celebrate and foster stronger identity and social cohesion.

Another key theme emerging is the increased focus on the development of lifelong learning and the building of learning communities. With the exponential pace of change and growth in information, there is a need to facilitate competencies in information gathering and navigation. Changes in the workplace mean that skills often rapidly become obsolete and individuals need to continue to learn in order to maintain their employability. Libraries are well positioned to play a key role in lifelong learning, particularly in partnership with learning providers. Models such as the *Hume Global Learning Village* in Broadmeadows, Victoria, the *Pathways Library* in Pine Rivers, Queensland and the Brisbane City Library *Learning Lounges* provide excellent examples of the development of learning partnerships. (Hume City has to date identified over 300 learning partners in its vision for a learning community.)

Certainly, investment in formal education and non-formal learning has been proven to be the best means of combating poverty, increasing overall health, and eliminating social exclusion. The Singapore Library strategy is also based on the precept that an investment in libraries as learning providers can bring an economic return to a community. There are several innovative partnership models that have provided sound outcomes for the community, such as increased literacy, including computer literacy, and the development of lifeskills. Several libraries, such as the Canadian *Oaklands Library* in Richmond, Vancouver, the *Ideas Stores* in the Docklands area of the UK, and the *Pathways Library* in Queensland have also partnered with learning providers to progress *skills to work* opportunities. Some formal partnerships have also been developed such as that between Education Queensland and the *Pathways Library* and the Department of Education in WA with *Belmont City Library Service*.

There are also several innovative models for the delivery of library services emerging. New technology facilitating easy self-check of materials by patrons has also been introduced in many libraries now, with some libraries reaching 97% of transactions by self-check, thus freeing library staff for more valuable customer assistance. Libraries such as Brisbane City Library and libraries in Denmark are also obtaining high levels of self-check using barcodes.

The community lounge room model emerging is also of interest, whereby mini-tailored collections in small spaces provide a point of presence to access and order materials in a lounge room environment. The most recent model has been opened by the City of Sydney in May 2005; a *Library Link*, providing just-in-time access to collections through ordering materials and having them delivered for collection in a lounge-room setting in less than 150 sq metres of space. The Library is not staffed and is operated using RFID technology and in co-location with a Café.

There have been some significant developments in providing built forms that facilitate innovative service delivery to meet the changing needs of the community.

Overall, there is recognition that it is not enough to build great libraries. What makes the difference is what happens when the library engages strategically in the community to assist in the delivery of Council outcomes. There is certainly increasing emphasis on the development of libraries as community hubs that foster social cohesion and engagement and that promote learning in the community. Key mechanisms are partnerships and strategic outreach and programming.

## Trends

- Significant evolution in household make-up and what constitutes the family
- Increase in number of single parent families and double income families
- Moving towards doubling of the aged share of the population
- Changes in working hours (to both longer and shorter working hours)
- Breakdown in social cohesion
- Increase in single person households
- Australia is in the midst of the information age with a wealth of unmediated information widely available through traditional and electronic media
- Proliferation of community publishing on the web
- Increase in local content production
- People are seeking credible information on matters that impact on their daily home and work lives
- Access to information, and particularly electronic information remains inequitable
- While Australians readily embrace technology there are vast gaps in access between rich and poor and country and city
- Increased expectations of *just in time* and *have it now* service delivery; younger people in particular do not like to wait
- Decreasing use of traditional libraries that have not made significant changes to their service delivery model
- Increased access to information through the Internet and use of the medium
- Libraries recognised as adding to social capital in communities and as economic development catalysts particularly in relation to lifelong learning and skills to work initiatives
- Libraries increasingly co-located with other service providers
- Sea Change and Forest Change
- Libraries moving from passive information keepers to playing a more active role in the community. Inward focus on provision of books and adherence to traditional policies is changing to an outwards focus on connecting with community needs across the spectrum of information, education, leisure and social interaction
- Libraries are becoming destinations. Facilities are becoming bigger and busier than ever, with the provision of spaces for the community to gather

- More space is being devoted to leisure, training and cultural activities, including meeting and exhibition spaces, training rooms, storytelling rooms and spaces for target groups, such as youth and seniors.
- Lounges and cafes are becoming part of the library landscape
- Libraries provide a range of activities for community enrichment and well-being from literacy development to training in Internet/Email as well as seminars, author events, exhibitions, homework help and book clubs
- Services are increasingly being delivered beyond the walls of the library, such as storytelling on site at preschools, childcare centres and local communities
- Navigating and packaging information has become vital in an age of information overload as well as preserving resources of value so they are available to future generations
- Demand for instantaneous services and resources, such as electronic requests and eBooks and there is a trend to downloading resources such as audio books, and DVDs directly onto the PC at home
- Technology is being used to harness customer power and streamline procedures, such as self-check, RFID and PC/print management systems
- Rapid changes in the job market and work related technologies necessitate increased training (or retraining)
- Increased publishing in digital format and increasing amount of material only published in digital format
- A large number of the 4.3 million baby boomers are retiring but many are ill prepared both financially and emotionally. Retirement costs and health expenditures have risen and impacted upon people in the workforce
- Interest in health and well-being is of intense and increasing interest
- Information resources continue to grow, and a high demand for assistance in accessing reputable information sources
- Libraries are expanding towards a community development role and supporting an informed citizenry emerging as community focal point with decline of other traditional community
- Increased interest in reading and reading clubs
- Stronger focus by libraries on programming for a wide range of target groups

## **Relevant Models**

### **Libraries fostering Community Cohesion and Development**

#### **Brisbane City – Community Connections**

Brisbane City Library plays a significant role for Council in the community to deliver on Council's social planning outcomes. The aims are:

- Community cohesion
- Better community relations
- Creative reinvigoration of public suburban infrastructure
- The development of high quality and popular suburban public places, and
- Responsive facilities development program for libraries as community hubs.

Libraries have been recognised by Council as key enablers for community cohesion and a strategy has been built around this understanding. Council saw the library as a place that does not have an agenda, where there is neutrality, no stigma and everyone is welcome. It was seen that libraries also have a much stronger profile than any other community space and would provide the best leverage.



The Brisbane City Library has now structured their entire planning process around key outcomes which include (among others) community connectivity and lifelong learning (which also includes an e-strategy for the community that links into the e-Brisbane overall strategy) Specific strategies are included in the Library Business Plan to facilitate people coming together for a range of reasons (and not just in library or physical spaces). Discussion is also underway as to what services should be integrated or co-located with libraries to gain maximum leverage. The premise is that there is a greater synergy and better outcomes through this coming together of community development providers and that much more can be gained through this strategy than through their single or "silo" model of service delivery. The fundamental premise was a focus on the positive rather than deficits of a community.

The strategy is to further position the library as a centre for engagement, community learning, creativity, and information and target areas that have particular community challenges or opportunities. It is also intended to identify community learners, and opportunities for engagement around shared interests and learning (Choir, gardens, dancing, walking, renovating, ageing and lifestyle.)

### Programming at Brisbane City Library

Brisbane City Library has developed strategic programming around key outcomes sought for the community, including lifelong learning and community cohesion. Partnerships underpin the success of all of the programming undertaken. One example was their April 2005 programme entitled "Growing Brisbane." This program was completed in partnership with the Brisbane Botanic Garden, and included talks and presentations by well-known gardening show hosts, experts in various fields, displays, visits to community gardens, floral arrangement demonstrations, floral embroidery exhibitions, film screenings, organic gardening workshops, environmental forums and sessions on Indigenous bush tucker. Sessions were held at libraries throughout the City and involved all age groups.

### Auckland City Library - Community Anchor

Auckland City Libraries have embedded within their Planning Model a key role entitled "**The Community Anchor.**" The keywords for this role are: *People, Place, and Participation.* The Community Anchor supports people feeling they belong to and are in touch with their local community. It is a meeting place and focal point for community participation, relaxation, fun and engagement. The community anchor is a neutral environment that crosses over gender, age, ethnic, cultural, and economic boundaries. It encourages recognition and celebration of diversity.

The community anchor is seen as non-judgmental and is trusted for its acceptance of diversity. It is a landmark in the community, providing a sense of place. The Community Anchor is accessible for everyone, accepting of diversity, and treats all with respect and without judgement.

### The Hybrid Library

Library literature refers frequently to the hybrid library. Denmark libraries are at the forefront of this move. The hybrid library encourages information, education and cultural activity and most particularly supports community development in a much more versatile way than the traditional library could. The librarian's role has developed more into one of community development, where the emphasis is on developing services and regular programmes. The model implies that the library looks towards a more conscious role as community bridge-builder and integrator. This means a more proactive strategy in relation to various target groups, stronger networking with related institutions and associations, and staff development to prepare them for new roles. The literature all points to the need for the public library to become more flexible as a centre for community engagement, information, learning and culture.



### **The Community Lounge Room concept**

The concept of the Community Lounge Room is based on the premise that libraries can add significant value through the provision of opportunities for interaction in smaller spaces providing a point of presence and just-time service delivery. The key elements are: popular library and magazine collections targeted to specific groups, themed collections similar to bookshop format, lounge areas and meeting spaces, compact exhibition space and access to technology and proximity to café spaces.

The concept of the lounge room is strongly underpinned by the belief that opportunities for interaction promote social cohesion and that partnering will provide the best opportunity to provide residents with a range of access opportunities. The model is not a silo concept of library service delivery only, but could be done in partnership with a private provider (e.g. video, newsagent, Internet Café, Café, Bookshop, or Community Centre). The concept is an integrated facility that maximises community inter-action. Most importantly, this model provides a movement away from the repository model of service delivery to a community based facility that serve a wider range of purposes than just the narrow library service delivery.

The library space is designed to promote social interaction. Text material is primarily recreational with an orientation to health, well-being, parenting and learning with a "just in time" approach to broader collections. To promote inter-generational connections, there could be a strong focus on early childhood and parenting and learning through play facilities, and the provision of children's spaces, collections and programs. Opportunities to engage older members of the community in storytelling and assisted learning for literacy could also be investigated with a view to promoting inter-generational support. Programming with other agencies and access to materials in other locations rather than a traditional repository would be the key to a successful community lounge room.

### **Models of inclusiveness and community support**

#### **Caloundra City Library – Wheels within Wheels**

Caloundra City Library has a staff member responsible for the development of Indigenous services and programs. Through the 2001/2003 Library Innovation Program "Wheels within Wheels" the library examined the role libraries play in acting as an interface to social change in communities. This involved working with local Indigenous people and the local ASPA committees. Outcomes included provision of specific search training to local Indigenous people, a bus trip to JOL, a performance in Felicity Park (a highly visible public park in the Caloundra CBD) and an examination of how Indigenous people felt about the local library. The bus trip to Brisbane's Southbank precinct involving fifty Indigenous people of all ages, providing a tour of the JOL and the Family History Unit, and Indigenous Library Services. The tour also included the Queensland Art Gallery, Performing Arts Centre, and the Queensland Museum.

*Deadly Day* was a day of Indigenous celebration in Felicity Park. This featured performances by the local young Indigenous dance troupe, workshops in Indigenous arts, emu egg carving, and didgeridoo playing. Information and displays were hosted by Indigenous health services, education services and support was offered through the University of the Sunshine Coast. Local schools attended including ASPA students. This day was well supported by the local Indigenous people. The Indigenous collection was developed with the assistance of Indigenous people through mini Expo of Indigenous publications in conjunction with deadly day. Booksellers and publishers were invited to attend and display their stock. Librarians, teacher librarians were invited to select from stock supplied. Indigenous people of all ages were then asked to look over the collection and mark material, and this formed the basis of the Caloundra collection. On the request of Indigenous people, all stock has been labelled with the Aboriginal flag, to make selection/identification of stock easier for those browsing shelves.

Other programs have included an Indigenous family history day in Felicity Park, also attended by ILS staff, the creation of a major artwork created by local Indigenous artists as an entrance statement of Caloundra Central Library, and presentation of computer literacy programs for Indigenous people in collaboration with local ASPA groups and associated families. Development of appropriate family literacy programs, with

Indigenous input and tutors, is also underway in collaboration with a local primary schools and ASPA committee.

### **State Library of Queensland - Indigenous Knowledge Centres**

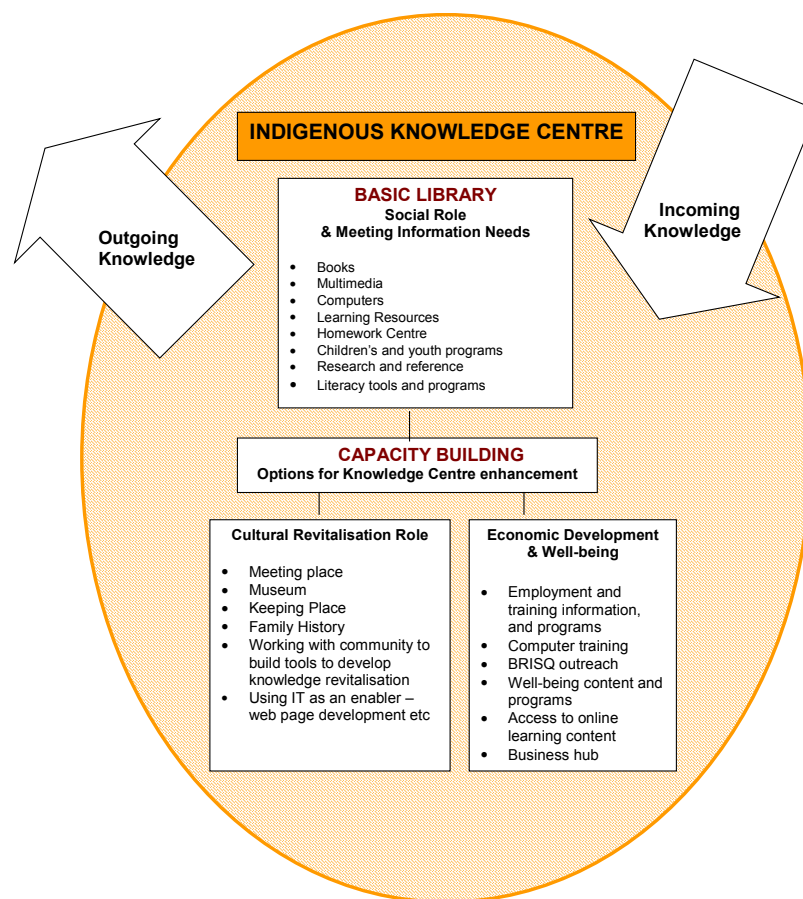
International Best Practice in Indigenous Library Service delivery was scanned as part of this evaluation. The major outcome of this analysis was that there is an enormous amount of rhetoric happening internationally, but with a few exceptions in New Zealand and Canada, a lack of good practical example of outcomes on the ground. There is certainly the potential to be demonstrating Best Practice more domestically. In Queensland, there is already a strong commitment from the State Government to Indigenous service delivery, with the establishment of the Indigenous Library Service (ILS) and the Indigenous Library Strategy.

Indigenous Knowledge Centres (IKC's) were established in the Cape York and Torres Strait Regions in 2002 following an announced from the then Minister for Employment, Training, Youth and the Minister for Arts, the Hon Matt Foley.

There are currently eight IKC's established throughout the Cape York and Torres Strait Region. These include Wujal Wujal, Lockhart River, New Mapoon, Arukun, Erub (Darnley Island), Mabuiag Island, Pormpuraaw and Poruma (Coconut Island). IKCs in Woorabinda, Dauan, and Injinoos are currently in the planning process. The longer-term intention is to establish IKCs in each of the 31 Aboriginal and Torres Strait Islander Communities.

The IKC model enables each community to shape its Centre to meet particular knowledge needs. The IKCs operate as a partnership between the Queensland Government and the local Community Council and offer free community wide access to resources of a traditional public library. In addition, the IKC provides further capacity building opportunities by embracing cultural revitalisation and economic development roles. The extent to which these supplementary roles are developed is strongly guided by each community and seeks to align with the strategic priorities of the respective communities.

The model while still in its infancy has resulted in some significant successes with some communities recording significant levels of active membership. The model has also provided opportunities for greater interaction amongst families through the provision of safe, accessible and attractive space. Children in particular are supported, with homework help, technology resources, access to cultural history and culturally relevant resources, activities and entertainment. For older generations the model provides the opportunity to pass on the traditions and cultural stories as well as access to essential services. The model is presented graphically below:



### Townsville City Library – Indigenous Library Resource Centre

Townsville also have a dedicated staff member to develop Indigenous services and programs. The main responsibility of the *Indigenous Library Resource Officer* is as custodian of the Norman Tindale Genealogy Collection (Queensland.), and researching family history for the community. An Indigenous Resource Centre has been built up in the library with books, video's, CD's, magazines and other materials for the community. The primary goal currently has been to build up the number of Indigenous borrowers in the library and to encourage more people to come into the library. There is ongoing liaison with local Indigenous people to exchange information and to encourage them to use the library services. There have also been various displays at the library such as NAIDOC, Indigenous Toy Display, Reconciliation Week, Mabo, Black Diggers, and Book displays, PoArtry In Motion and the Gift of Presence and the Spirit of Reconciliation Exhibition. The library has also been involved in the community with book displays at various functions such as NAIDOC and the National Indigenous Education Conference that went for three days at Jupiter's Casino in Townsville.

Work is also done through this unit to develop cross-cultural awareness with the Library Staff, making them aware of Indigenous issues and the culture and history of Indigenous people. Research for special projects is also conducted, such as the Indigenous aspect of the Heritage Trail Exhibition that will be housed in the new City Library in the near future. This will be a hands on exhibition with touch screens information regarding the history of Townsville and its people, including Indigenous history and culture. Work is currently being programmed to work more closely with communities and to identify specific needs in the Indigenous community. Plans are also underway for Indigenous Story Telling with Elders in the community, and a program involving youth is to be developed, which will link both with homework or study sessions and Internet access but also provide a comfortable place for students to come and relax.

## Lifelong Learning and Learning Partnerships

It is daily more evident that Australia has moved into a new era that is marked by radical changes in the economy, in technology, and in society. One of the key dimensions of the new era is the exponential pace of change so that skills often rapidly become obsolete and individuals need to continue to learn in order to maintain their employability. This brings an imperative need that everyone should have a capability for lifelong learning. Investment in formal education and non-formal learning has been proven to be the best means of combating poverty, increasing overall health, and eliminating social exclusion. Good examples of libraries that have responded to these new imperatives are:



### Brisbane City Library – Learning Lounges

### Brisbane Learning Lounge

Brisbane City Library has over the past 2 years been developing the concept of the learning lounge. The strategy progresses the Brisbane City social planning agenda and its focus on developing lifelong learning for its community. This was based on an understanding that residents and businesses need to develop IT skills to use and benefit from the opportunities offered by the e-world. It was seen that a smart and creative city needs to foster a culture of innovation and learning for life. Brisbane City Council recognized its role in providing access to facilities and content that enable people to learn to use technology. It was seen that bridging the *Digital Divide* isn't only about providing access to computers: it is also about having valid and reliable information and having the skills to locate and apply the information.

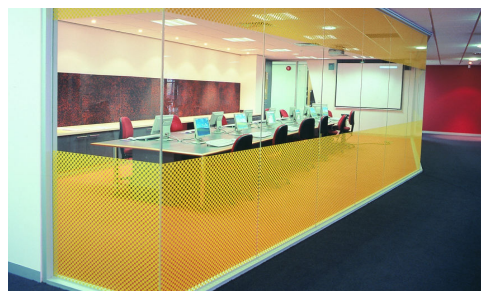
The pilot learning lounge is at the Garden City Library, which is in the Garden City Shopping Centre. While the learning lounge is primarily an online learning facility, the Council has recognized that most people learn using a range of channels and methods. The library underpins online learning with a range of videos and print material from its collection. It also supports and builds partnerships with local community mentors who can provide one to one training and maximize its existing facilities such as study rooms, meeting rooms and reading lounges to provide a very flexible and effective learning environment. Learning resources include:

- Access to an extensive range of popular computer tutorials through Monash LearningFast. This includes ICT Skills Benchmark and TeachMe interactive learning tools. (Brisbane City Council is the first library service to make these resources available on a large scale.)
- Access to the Internet, Microsoft Office, Word Perfect Office, FrontPage, Dream Weaver and Adobe Photoshop
- 16 online full-text databases covering a broad range of topics including health, science and literature

### The Hume Global Learning Village – Hume, Vic

### Hume Global Learning Village Training Room

The Hume Global Learning Village (HGLV) provides an excellent example of the development of learning partnerships. HGLV is a partnership engaging learning providers and facilitators in the City of Hume in Victoria. It is the catalyst, leader, facilitator and driver of the Hume City Council's vision for Hume as a learning community. The partnership is aimed at empowering people to embrace learning as a way of life in homes, community settings,



educational institutions and the businesses of Hume.

Supported by the Hume City Council, the Village comprises approximately 200 members-actively interested individuals, educators, businesses and industries and community and interest groups. It involves key business leaders and core groups (such as the Police) in the community. Council developed its flagship learning facilities, the Hume Global Learning Centre in Broadmeadows.

The Centre is a computer, Internet and training centre with state of the art multimedia equipment, an e-play and Internet café, training facilities, exhibition space and community training and meeting rooms. It also includes Broadmeadow's first public library. As the Global Village grew out of Hume's Social Justice Charter, the Village looks for programs that assist with the Social Charter and specific groups are targeted. One very successful program was the "Employability for Life" program which was developed in partnership with Ford aimed at Indigenous young people. 24 of the 28 that started the course completed and the majority ended up with jobs.



**Pathways Library, Pine Rivers**

### **The "Pathways Library" North Lakes, Pine Rivers, Qld.**

Since 2001 the Hornery Institute<sup>1</sup> has been working with Pine Rivers Council, Lensworth and Lend Lease to design and deliver a facility known as the "Pathways Centre." The delivery partners who have been involved in the evolution of the concept include Education Queensland, the Department of Employment and Training, the regional office of the Department of State Development, ANTA, East Coast Employment and Training, and Career Solutions.

The project was driven by a growing recognition that levels of skill and information literacy will be the key variables in distinguishing between successful and failing communities as the knowledge economy becomes more firmly established. There is also an emerging recognition that skilling and information literacy enables greater participation in society and reduces the burden of crime, poor health, and social payments.

The Foundation Building comprises three key and inter-related elements:

- The Skills Suite and Job Spot
- Knowledge, education and information services - The Pathways Library
- Networking and social cohesion - 'The Living Room' and 'Intranet'

The final design and delivery model for the Library has been described as a move from "repository to product" and "institution to experience": positioning the library as a proactive force for change and development that engages with the needs of the whole community rather than a passive lending agency that caters to a select audience of loyal users.

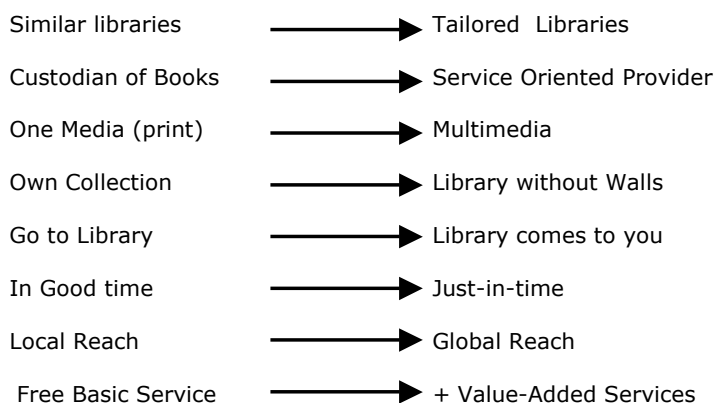


### **Singapore**

The Singapore National Library effectively re-invented itself over a period of five years and is today regarded as one of the most innovative library services in the world. This model provides a good example of how

<sup>1</sup> The Hornery Institute is a not for profit organisation incorporated in February 2001 and founded by Stuart Hornery the former Chairman of the Lend Lease Corporation and Current Chairman of ANTA. The Institute has a focus on community development, engagement and capacity building. The North Lakes Centre was its inaugural development project and has been underway since March 2001.

partnerships and innovative programming can increase loans substantially. The intention of the investment made in the library strategy was to position Singapore as an international information hub, preserving and promoting Singapore’s cultural heritage, providing for education, knowledge and research, and promoting a well-read and well-informed society. The impact of this strategy has had a phenomenal impact on the use of public library services nationally. Loans increased from 9.1 million to 24.7 million in the first six years, and since 2000 have been increasing steadily as new branches have been added to the system.<sup>2</sup> Collections rose from 3.2 million to 6.8 million with a strong focus on electronic access to resources and partnering with public and private bodies. In Singapore they identified the required paradigm shift as follows:



The library entered into a partnership with *Starbucks* and every branch library now has a Starbucks’ café outlet. They also negotiated deals with technology and multimedia companies, and music outlets to provide their equipment, products, software and services on site in the library. The library also has an intensive program of community partnerships, which provides for strategic programming in all the branches with a high level of input from local communities.

### **Ironwood Library, Richmond Library System, Vancouver, Canada**

Located in Vancouver, the Richmond Library has opened the *Ironwood Branch*, which is based on retail and marketing principles and strong partnerships. It incorporates into the design of the building the concepts of social space, as reflected in a space they have called “*the living room*”, which is complete with fireplace, comfortable chairs and lamps.

It caters for a 20% Chinese population, which was engaged in the design of parts of the building and developing the collection. The library has also developed a partnership with retailers, particularly the coffee shop at the entrance to the library. The library also completes transactions for the City, many of these are done electronically from a “Kiosk.” These transactions include: immediate and easy electronic access to City of Richmond services, payment of taxes and utility payments, purchase of garbage tags, payment of parking tickets, registration for Library programs, or booking time on Internet or PC stations at all branches.

The library has a strong focus on the learning community and has entered into partnerships with public and private learning providers to provide courses from a dedicated learning space in the library, well equipped with technology. There is a strong focus on vocational education.

### **Moonee Valley Library Service, Victoria - Partnership to promote computer literacy**

A good example of a partnership adding significant value to the community can be found at Flemington, which has a high percentage of persons from a culturally and linguistically diverse background and varying degrees of language and literacy proficiency. The

<sup>2</sup> Visitation also rose from 5 million to 19.7 million in the first six years of the strategy

demographic of the area also indicates that it is an area of disadvantage. Many have limited economic resources and restricted access to information.

The Flemington Library and the Flemington Reading and Writing Program (FRWP), a not-for-profit community based provider of community education, are working in partnership to address some special learning needs in the community. FRWP has provided training to library staff in Word and EXCEL software packages. The Library staff also has access to the computer lab and has conducted Internet classes for patrons of the Flemington Library.

The program has developed from teaching literacy to promoting computer literacy. Classes have been very successful and are now conducted daily at both the Flemington Neighbourhood House and the Flemington Library 5 days a week. High retention rates of students have been registered and it is clear that the classes also meet social cohesion outcomes as well as learning needs. With grant funding from the Victorian Government a 'Learning Shopfront' is planned to be set up next to the Flemington Library as a classroom for young people. This facility will be used by the FRWP as part of the Victorian Certificate of Applied Learning (VCAL) 'Learning on Track' program.

### **Learning Community Partnership - Upper Skeena, Canada**

The example is useful in that it involves a strong partnering and programming component as well as a high level of community engagement. The Upper Skeena, centered on the Hazeltons, has forged a Learning Community Partnership with the library. A number of initiatives been developed including:

- A *Books for Babies* project to promote new parenting and basic literacy skills;
- Several service-learning projects for school as well as out-of-school youth (17-25), particularly those at-risk; and
- A *Learning Shop* that is hosting learning events such as Gitxsan Evenings of language and literacy; musical jam sessions for youth; and new parent programs.

Future projects will develop outcomes-based community competencies to enable recognition of knowledge and skill acquisition and Prior Learning Assessment. The use of learning technologies in Community Access sites and the *Learning Shop* has added value to this community-based civic and new literacy initiative.

With approval of the 3-year pilot project a *Learning Shop* opened its storefront doors in the central village of Hazelton. The *Shop* focuses on providing non-formal experiential learning opportunities - some of which have served as links or pathways to the formal education system. Since November last several hundred learners have engaged in a non formal learning opportunities including<sup>3</sup>:



- Storytelling
- Music Jam Sessions
- Teenage Search and Rescue
- Mother Goose - learn songs and games to promote healthy language development
- Tech Café - youth critique videocassettes, play educational games, and socialize as part of larger community
- Gathering information about community events and resources,
- Facilitating connections between individuals and groups, and
- Highlighting opportunities for social and economic development.

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<sup>3</sup> Sculpting a learning community on its own terms: the Upper Skeena by Ron Faris Ph. D. July 13, 2001 (<http://members.shaw.ca/rfaris/docs/Skeena.PDF>)



- Prior Learning Services – provided to people applying for prior learning assessment and credit at formal education institutions.

### **Ideas Stores, Docklands, UK**

#### **Ideas Store, London, UK**



Several innovative partnerships and models of delivery have also been developed in the United Kingdom. Of particular interest are the "Idea Stores", London's new libraries in Tower Hamlets, a disadvantaged inner borough comprising most of London's East End.

The "Stores" combine traditional library services with adult education, performance space and day-care. The buildings are carefully positioned in high-density shopping areas and marketed as "street corner universities." They aim to integrate library service with a community that has traditionally shied away from them. (70% did not use the libraries). The new concept is very much back to public library roots - providing opportunities for learning and recreation. The Stores offer credit and non-credit courses, become involved in Web-based instruction and serve as feeders for area colleges and more advanced vocational training programs. They will also bring public librarians into closer working relationships with teachers. Efforts to keep the community involved also include a touring road show using video and computer technologies and a hotline for citizens' questions and comments.<sup>4</sup>

### **Moreland City Libraries, Vic. - Encouraging the community to 'read more'**

The Moreland Reading Project (MRP) was awarded the 2000 Australian Libraries and Information Association (ALIA) Award for Innovation in Public Libraries. It is of relevance in the creative approach to fostering a reading community through innovative programming. These include talks, demonstrations and workshops on many topics as well as book launches in English and other languages, walks around Moreland landmarks, theatre performances and colourful cultural activities.

*Specific examples of programming activities include:*

- A demonstration in the Brunswick Library by the local bocce club.
- A BookStart Kit distributed to every newborn baby in Moreland in cooperation with the Maternal and Child Health Centres.
- A walking tour of the Fawkner Cemetery.
- A local bonsai expert speaking about bonsai gardening.
- A talk by a nurse from Glenroy on her time spent in East Timor as an aid worker.
- An annual concert in the library featuring a range of Moreland based bands.
- Regular talks to new parents groups and rhyme time sessions for babies under 18 months.

<sup>4</sup> <http://www.ideastore.co.uk/story/>

- A dance and music demonstration by the local Sinhalese community.
- A panel of residents from varied cultural backgrounds and ages speaking about their lives and experiences of first coming to Australia.
- Book groups for primary aged children, youth and adults, bibliotherapies, reader-to-reader book review systems, and reading and writing competitions with themes such as “Books that changed my life”.
- Speakers are drawn from the Moreland community and an annual “*Made in Moreland*” theme showcasing individuals in the community.

Once again, partnerships are important. Neighbourhood Houses, theatre groups, local historical societies, Moreland’s Adult Education Centre and other Council Departments are some of the groups who have linked to the Project.

### **The Fraser Valley Regional Library, Chilliwack, Canada – Family Literacy**

The Fraser Valley Regional Library is one of a number of partners sponsoring a self-sufficient community literacy program aimed at families. The *Families in Motion* program promotes literacy for all family members.

The program, supported by the learning partners, commences with a buffet breakfast for the children and parents. The children then go to their pre-school program while the adults focus on learning skills, computer literacy, and a parenting program, demonstrating that learning is a lifelong venture.

### **Homework Programs at Yarra-Melbourne Regional Library Corp., Vic.**

There are a range of Homework Help models, which are relevant to this study. Yarra Melbourne Regional Library Corporation (YMRLC) runs a number of homework programs for young people at its libraries in partnership with other agencies. It is of particular interest given its focus on providing services for emerging communities. For example, Carlton Library has been running a Youthlink Homework Program for four years, aimed at providing homework help for the 12-18 year age group, specifically targeted to disadvantaged young people. The program (among other subjects) covers maths, science, English, Studies of Society and Environment (SOSE). Demand for the service is high from VCE students, including a group of students recently arrived from Horn of Africa countries. The 2004 program was run in partnership with Carlton and Parkville Youth Services.

The Brotherhood of St Laurence is very active. They run (in partnership with the library) a Homework Centre, which is based, in the Fitzroy Library. It provides free academic and personal support to secondary school students, and those who lack space or resources at home. Students can receive assistance in all VCE subjects and work independently or in small groups. The library offers a relaxed and supportive environment, which is well resourced with computers, printers and photocopiers. Good co-ordination and maximising partnerships have been identified as critical success factors in these programs.

### **Belmont City Library and Education and Training Partnership, WA**

An innovative partnership has been developed between the Department of Education and Training and the Belmont City Library in Western Australia, highlighting the importance of lifelong learning particularly for at risk youth. Twenty-two public libraries in association with their local high school will deliver programs in the first term in 2005. Pilot programs (*Finding MY Place*) conducted showed that participants were retained in either education training or employment, with the highest numbers opting to stay in school and complete Year 12.

The Program works on providing positive futures for young people through courses, motivational speakers, mentoring and support. Funded by the WA Department of Education Training the program has been acclaimed as a great success with measurable outcomes demonstrating that early intervention with young people can dramatically change their lives. The Partnership has been in place since 2003 and was based on a

mutual commitment to assist disadvantaged youth by helping them find a place in a learning environment (whether school, industry, private provider or TAFE). Many South Australian libraries, including Mount Gambier, have since adopted this model.

## **Emerging models and innovation**

### **Self Processing - RFID Technology**

It is clear that there is a trend towards Radio Frequency Identification (RFID) technology which, given its minimal error rate and ease of use, allows patrons to process their own loans and releases staff from circulation transactions to more value adding activities at the customer interface. Excellent examples of this can be seen in Singapore (100% self-check) Richmond Library, Vancouver (80% self-check) and Brisbane City (80% self check in the pilot branches). Baulkham Hills Shire Library, NSW have been most successful with some 97% of transactions now completed by self-check.



### **User Pays Home Delivery Service - Bayside Library Service (Victoria) and Manly Library Service (NSW).**

Bayside Library offers a user pays home delivery system. Items are requested via the library's website and the home delivery option is selected. Requests are checked daily by staff and a council courier delivers the items for a cost of \$5.50 to the customer. Manly Library received a grant from the State Library of NSW to carry out a survey to determine the feasibility of offering a user pays home delivery service to residents. The project targeted non-users and a home delivery pilot program was implemented. As the service is in its infancy stage and has not been heavily promoted it is not as yet heavily utilised. The survey conducted indicated that there was a viable market for such a service.

### **RFID Self-check stations at Castle Hill Library, NSW**

### **Fingertip Library - Christchurch Public Library, New Zealand**

Christchurch Public Library set up the Library's equivalent of a call centre. This was called the "The Fingertip Library" – ie your library at your fingertips. People can access services, including having reference questions answered, by phoning, email or faxing. This is the basis for the virtual library delivering services to the customer where they were – at home, at work, or at school. A lot of planning went into this service and the project group identified early on that the right person to run the centre would be crucial. They wanted to make use of the technology available for running call centres which gives good management information and wanted the service from this centre to be top class – managed hand on, on-selling of services, etc. A recent report from the Fingertip Library highlighted the fact that 90% of the reference questions they received were able to be answered predominantly from electronic resources, including the Internet, which raises all sorts of questions about the type of questions being asked, implications for the walk-in service in relation to reference queries.

### **Library Rail Express, Caboolture Shire Council, Qld**

Caboolture Shire Library initiated the Library Express, which provides a library service stop at the Caboolture Railway Station from 5.30am – 8am once a week. A mobile loans and display counter which can be folded away into a carry bag is used. The counter is purpose built and looks very professional. The counter can be folded up and carried by a shoulder strap and can display about 400 items which are changed weekly. (There are 14000 items in the collection; all paperback and they don't offer magazines as it would interfere with the newsagent on the station.) This has been a roaring success and customers recorded a high satisfaction rate. There have been 80 new members in a few

months and staff are doing about 100 issues a stop. They aim for a two-minute transaction and new members are required to fax back registration details. The stop is also used quite heavily as a return point for materials from other libraries. The system is currently off line but there is a wireless card in the laptop to facilitate an online connection in the future.

Caboolture Shire Council have partnered with Qld Rail, who provide power and space and will in the future pay for a cover for the site. The trolley is located before the ticket counter, so commuters have to walk past it.

The next development is to look at a collection for young adults as lots of students use the train. This will include graphic novels. Staff built on and improved the initiative from Gosford Library in NSW who use a mail cart.

This model can be translated into any high pedestrian area and serves as an excellent vehicle for marketing.

### **Sports Library, Caboolture Shire Council, Qld**

A Sports Equipment Library at Caboolture Shire Library was funded by a grant from the local Rotary Club (\$12,000) The library is at the Burpengary branch of the Shire and provides the loan of a wide range of sporting equipment and items used for health and well being to the community. Library resources are allied with the sports equipment in the loan. The collection has some 600 items ranging from ball sports to well being equipment, such as fitness balls. The library also engages local sports identities in talks and keeps an ongoing watch on what is happening in the community. Leverage is also gained from State, National and International events.

### **The Tailored Library**

Sydney City Council has recently adopted a model whereby users and non-users were surveyed to identify their needs. It was determined that whilst there were core needs for resources, that there were communities of interest with needs for specifically tailored collections. Branch library collections have now been re-configured to meet these needs and the library will be working closely with community centres. Adelaide City have also adopted a similar model with themed collections in small spaces and new décor in place to support these themes. Adelaide City have also badged facilities as Library and Community Centres.

### **Information Gas Station – Finland**

A technology-based project of interest is the 'Information Gas Station' (iGS) in Helsinki, Finland. Created with money from a Bill and Melinda Gates Foundation Access to Learning Award, the iGS is a mobile information service point where users can access help from a library staff member. The iGS is onsite but also accessible via mobile phone text messaging, by land line phones, by e-mail, and by fax. While iGS has no books and most of the answers to users' questions are found via the web, staff also use the print resources of the Helsinki Public Library (HPL) whenever necessary. Maija Berndtson, director of HPL, who is forward-thinking when it comes to managing tomorrow's library,' says iGS is a creative example of the concept of a 'hybrid library.'



**Information Gas Station,  
Helsinki, Finland**

## Getting Youth into the Library

### Youth Space

There are several good examples of libraries set up specifically to meet the needs of youth. A particularly good website that has identified a range of best practice in meeting the needs of young people is [www.yspace.net](http://www.yspace.net) which is the International Youth and Public Space Network. There is a range of ideas for making public space more inclusive of young people.

There are several good examples of youth specific high-tech library facilities being established. Dresden Public Library in Germany needed to serve young technology-hungry clientele and created 'median@age' in an industrial building in a busy shopping district of the city. This library has a bright, inviting, and open 'high-tech' look and is filled with people in their late teens and early 20s using computers and the latest in new media.

### Youth Library, Orchard Road, Singapore



The National Library Board of Singapore has a similar project, 'Library@Orchard', which is a dynamic space designed to attract youth. Set in a high-end shopping mall on Singapore's Orchard Road, the collection features books on travel, fashion, computers, music, and art. A coffee shop that doubles as a programming space is also provided. Programming plays an important part of operations, and is oriented to music (bands) and multimedia (film and visual arts) and events that can be allied in the café, such as demonstrations and talks.

In 1993, the Santa Cruz City-County Library System switched the primary service focus of a small neighborhood library to young people, and it began exploring ways to meet their needs. With the help of a funding grant, the Library established 'A Place of Our Own', a branch library with an electronic homework centre,

The Brighton Library in Christchurch, New Zealand<sup>5</sup> also has a strong focus on young people, and is widely used by young people from around Christchurch, and especially by young men. New Brighton Library has implemented a pilot project that involves hiring a youth worker on the weekends to work with young people accessing the library space.

### Youth and Technology



**Library 10 Helsinki, Finland**

<sup>5</sup> <http://library.christchurch.org.nz/NewBrighton/>

Library 10 won the first annual Bill Gates *Access to Learning Award* for its outstanding practices in increasing access for all people to computers and the Internet. This award included a \$1 million grant

The library focuses on the needs of young people with cutting edge technology and media as well as opportunities for young people to create in their preferred media with sound and image editing facilities. The staff are young and dress like their younger clients and there is a strong focus on music in the library. Band recitals and theatre are commonplace in the Library. The library is also arranged by themed collections rather than traditional arrangements.

### **Teen Library Club - Yarra Melbourne Regional Library Corporation**

Engaging (or indeed retaining young people) from the start of high school is an issue for Mount Gambier Library as with most Australian public libraries. Yarra Melbourne Regional Library has been working on this issue for the last four years by involving young people in the selection of materials for the young adult collection through its Teen Library Club (TLC), a book group for 12-16 year olds. This group grew out of the need to retain young people using libraries after they hit their teens and to maintain the habit of library usage and reading. The TLC provides teenagers with a venue to talk enthusiastically about books with others who love reading. Members of the group also act in an advisory capacity for library youth programming and have contributed to the design of the web page.

### **Career Link at the Hawthorn Library, City of Boroondara Library Service, Vic**

Another relevant model, which involves partnering, can be found in the work done between the Hawthorn Community House and Hawthorn Library who are working together to provide a career information program, 'Career Link', for local residents. A counsellor from the Hawthorn Community House works out of the library providing advice to residents who book in through the library. Attendees also access the career and course planning resources at the library. Targeted Internet demonstrations and library tours are also offered and speakers have presented on issues such as choosing a career. The program is effectively marketed in the media and supported by booklist and career kits. Certainly, collaboration with the Community House on Career Link has helped to identify other ways in which the two organisations can work together on other projects.

### **Children's computer areas**

New libraries are increasingly providing separate children's computer areas. There are several excellent examples in South Australia.

**Children's computers,  
Playford Munno Parro  
Library, SA**



## Planning and Design of New Library Buildings

### People Places- Public Library Buildings for the Future

*People Places: a guide for library buildings in New South Wales*<sup>6</sup> is an example of qualitative research of spacing requirements for public library buildings. It describes a complete methodology for local authorities planning new or extended library facilities and draws upon recent case studies of public library planning in Australia in reformulating guidelines for public library buildings.



**Emerging focus on Internal Graphics**

This guide is a result of extensive community consultation and collaborative planning containing guidelines for public space needed to meet community needs as well as practical advice on assessing these needs. The needs assessment planning method utilises four tools based firmly on an understanding of community needs- identified needs, normative needs, comparative needs and benchmark based needs.

*People Places* provides guidance on a range of 'key design factors' with prominence given to spacing requirements. Special emphasis is on people and how people perceive and use buildings, how accessible the buildings are for people of varying mobility and the impact of safety and security issues. In addition to these factors, the design and planning of furniture and shelving must consider and respect user needs and characteristics.

*People Places* provides guidance on a range of 'key design factors' with prominence given to spacing

The planning process in *People Places* begins with consultation with communities in the context of major societal trends and results in designs and plans that reflect community needs and desires. The key areas in the collaborative planning process necessary to ensure successful library building and design are summarised in the guide as: needs (identifying community needs), process (setting the criteria), planning (set up working group), and design (key design criteria). Reference is also given to spacing requirements for people with a disability and the elderly people. Issues addressed include proper clearances, lift and stair design, furniture and equipment selection and floor space designed to cater for this group of users. The needs of young adults, children and significant cultural groups are also assessed under these guidelines when planning or designing a new library.

Increasingly the libraries of the new millennium are no longer simply repositories for books but serve as a civic gathering place and stimulus for neighbourhood and community revival. Public libraries are being designed as part of larger public spaces making the library space more open to opportunities for sociability. The implications for the design of new libraries are significant and the changes can be represented as follows<sup>7</sup>:

### Jubilee Library, United Kingdom

In Brighton, United Kingdom, the design of the new Jubilee Library provides a good example of a library incorporating family-friendly design. The new library has an emphasis on early learning materials with a separate children's area incorporating a children's nursery.

Children's activities such as story telling and free music and rhyme sessions are offered for pre-school children and their parents and carers. The Jubilee Library is carefully planned inside, with the children's area being bright and inviting, so that very different

<sup>6</sup> [www.slnsw.gov.au/plb/policies/build/guide.pdf](http://www.slnsw.gov.au/plb/policies/build/guide.pdf)

<sup>7</sup> *Better Public Libraries*, London: Commission for the Architecture and the Built Environment (CABE) and Resource (MLA), 2003

activities such as story-telling and studying can co-exist without conflict. The library offers free Internet access and a range of equipment to support visually or hearing impaired customers.



**Jubilee Library, Brighton, U.K.**

### **Gosport Library, United Kingdom –The Discovery Centre**

The newly redeveloped Gosport Library in the United Kingdom represents a good example of an image-conscious library incorporating public artwork to establish a visual identity. On arrival, library visitors are greeted by an impressive coloured glass entrance by artist Martin Donlon and a 'Geostationary Plasma Screen' by Stephen Pippin.

This site-specific artwork is seen as an integral element of the new library building.

The 'Geostationary Plasma Screen' uses a television as a central element and focus to the work. The bold effect of the plasma screen is re-established with a feeling that the centre of the solar system is now the television as the design allows the screen to move freely and circumnavigate the sphere of the earth. The new library houses four floors of books with access and facilities for disabled visitors. The children's section is particularly successful as are the comfortable seating areas for reading or relaxing. In addition to the library, there is a performance area, The Studio, where dance, music, theatre and literary events are hosted on a regular basis and a coffee shop which services all users of the building. The design has had a major impact on attendance, with the new library exceeding its attendance figures by between three and five times higher than in the old building, with loans increasing about 12%<sup>8</sup>.

### **Botany Library, Auckland**

The Botany Library, located in Botany Town Centre in New Zealand provides an excellent example of a library arranged along retail lines in a series of flexible spaces dedicated to serving the diverse and changing needs of customers. The new library was designed to be a focus for the whole community and houses a number of community-based activities.

The *Peaceful Place* is an acoustically controlled place that ensures quiet space for the customer wanting a more reflective and study-oriented experience. Much attention has also been paid to the *Learning Centre* where there is a selection of multi-purpose computers with Internet access, electronic databases and word processing. The *Focus Rooms* for meetings and study groups are particularly successful, as are the *Leisure Lounge* with its comfortable seating and DVD theatre. In addition, there is the *Retail Zone* which brings together the library's rental collections with the latest DVDs and CDs.

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<sup>8</sup> [www.books.guardian.co.uk/news/articles/0,6109,1468476,00.html](http://www.books.guardian.co.uk/news/articles/0,6109,1468476,00.html)



### Castle Hill Library, NSW

The Castle Hill Library in NSW was the first library in Australia to install self-check facilities and to employ themed collections integrated with branding and retail merchandising. It was part of a commercial development by Council, which provided for a community centre on the first floor, a 1900sq m library on the 2<sup>nd</sup> floor and 8 levels of residential apartments above. The Council was the developer and it was project managed internally. Loans have increased 87% since the opening of the facility.



Castle Hill Library, NSW



The library has an indoor and outdoor café fully integrated with the functions of the library, which is very well patronised.

### The Parklands Library, Christchurch, New Zealand – adaptive space

A useful model using innovative methods to adapt space can be found in the new Parklands library: a 500 square metre library building located alongside the retail community. Given the space constraint, and the diverse need in the community a creative way of accommodating the needs of different ages groups was identified. This was to provide flexible and creative use of space to ensure the best use of all of the resources. Books, furniture and computers will be displayed and grouped to meet the needs of different groups of customers at different times of the day and week.

Several times a week the focus is on pre school children. The environment changes by pulling down colourful screens, exchanging adult chairs for beanbags, cushions and little chairs, altering the lighting, and turning round the shelves and pulling out the picture book bins. Story reading, rhyme, music and movement will be part of the experience. After school the space is transformed into study zone with the staff focusing expressly on helping with information retrieval using all available resources. Using colourful wall blinds, headphones, video wall, beanbags and laptop computers the space will be transformed once again. Parklands Library is a dynamic environment designed to meet the diverse needs of the Parklands community.<sup>9</sup>

### Brisbane Square Library

The Brisbane Square Library brings together world best practice in innovative and environmentally sustainable design. Service delivery has been designed to accord with the diverse needs of the clientele. Opened in November 2006, the dynamic public space integrates Council Customer services



and Library services in a way that "makes sense to the customer."

For example, the ground floor is dedicated to fast turnaround transactions or "grab it and go". Holds that clients have placed online are available on open access for collection and can be checked out by the client from the 6 shelf check units available on the ground floor. All loans are channeled through the self-check units with a deliberate strategy in place of minimizing the size of desks and complemented by an education program for clients in how to use the self check equipment. The proportion of self-check loans has now reached 80% using traditional barcodes.

All payments and enquiries that can be transacted easily are also conducted from the ground floor, such as rates, traffic fines, library overdues and the provision of information relating to Council services, including transport information. Kiosks are also provided for quick Council transactions and a concierge is also provided on the ground floor to facilitate way-finding.

The second floor of the facility incorporates space for more complex Council Customer Service enquiries and provides extensive access to technology including wireless, children's facilities and a learning lounge. *The Zoo* provides a space aimed at bringing young men into the library with a focus on gaming and access to sport and music plasma screens.

Print on demand newspapers are provided, and state of the art technology has been installed in the meeting rooms throughout the building. A Qantas style business lounge has also been provided to facilitate development applications and liaison with developers and the community.



**Brisbane Square Library, Qld**

## 2. Appendix 2: Trends in Procurement

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### Shelf ready procurement and Supplier partnership model

#### Full Shelf-Ready Opportunity

There are significant cost savings to be made by the transition to a full shelf ready model for procurement. Analysis of Best Practice in processing of stock has identified the industry trend to full shelf-ready provision. Full shelf ready means that an item can be procured by the nominated supplier/suppliers and processed to the specification of the library, and delivered directly to the branch library, rather than being processed internally. Records are also downloaded directly into the library catalogue. Shelf Ready costs vary but are calculated from 12% to 15% of the cost of the item. Larger and more efficient suppliers are now providing a full shelf ready service and costs are coming down. It is clear that suppliers that do not offer this service will become increasingly less competitive.

In the UK, PKF Consultants have completed their in-depth national stock procurement and funding review to find the best and most cost-effective way to operate the book supply chain, and to look at budget issues and efficiency in public library services.

Recommendations from the report included:

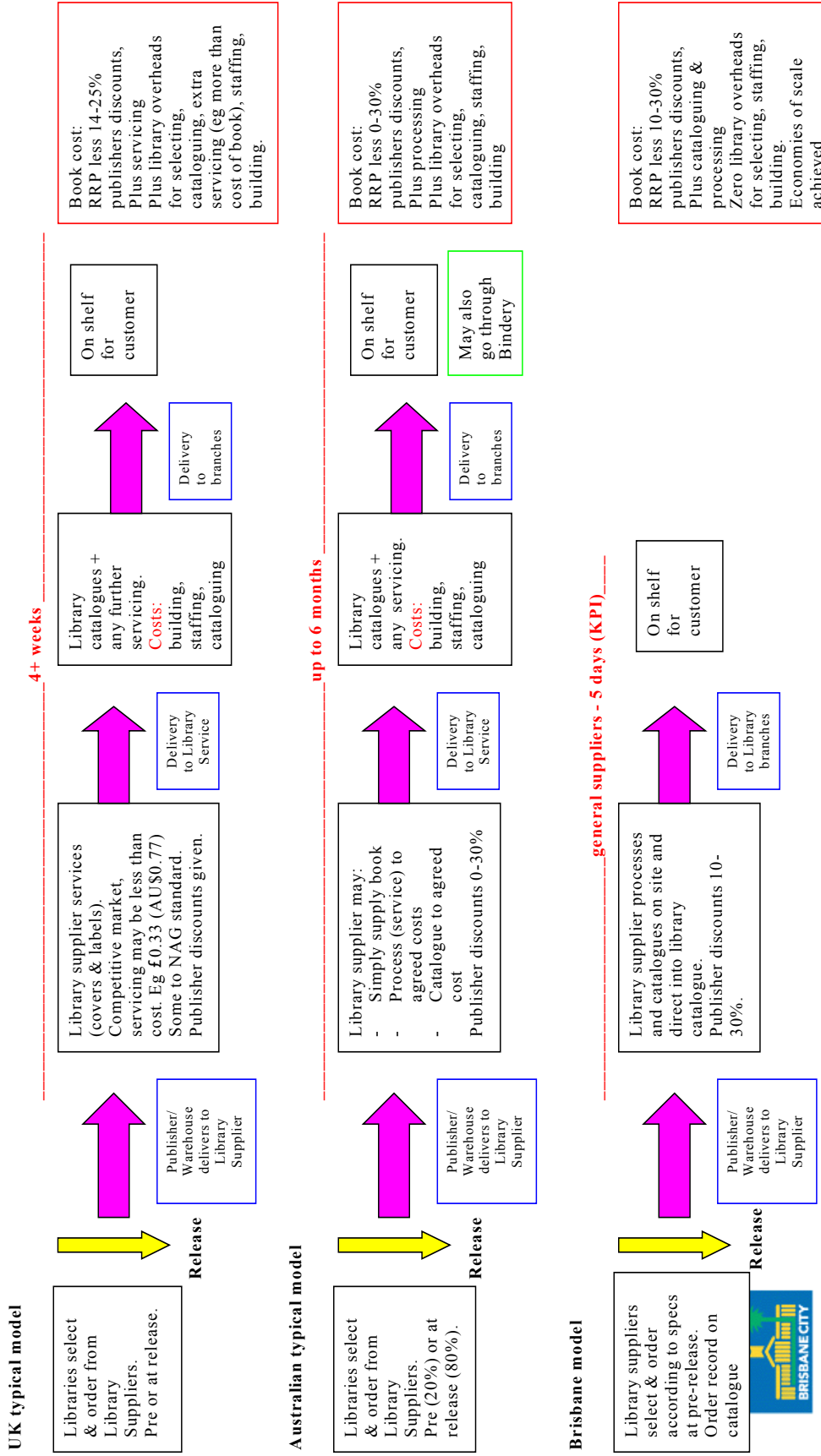
- Supplier selection
- Standardised processing
- Flat management structure within Library Services - more staff for customer facing roles
- Libraries purchasing books together

Brisbane City has now been operating with full shelf ready for five years and Yarra Plenty adopted the model in 2005. It is certainly a trend in libraries with bookvotes over \$100,000. The chart on the next page, prepared by A.T. Kearney in its *Procurement Audit of Brisbane City Council*, depicts the ability of Brisbane City Library to secure the item on the shelf in the branch with a guaranteed delivery time of 5 days from the provision of the item from the publisher to the supplier. (This was identified by A.T. Kearney as *world's best practice*.)

Another pre-requisite identified by Brisbane City in its specifications is that popular items need to be on the library shelves before they hit the local booksellers. This is audited with very popular titles (such as the Harry Potter series) and there is a high level of compliance. As noted in the chart following, suppliers select and supply material according to specifications provided direct to the branch. Records are loaded electronically and conformance to specifications is managed at the branch by random checks of supplies. The partnership is lucrative to selected suppliers and they do not take the risk of losing large contracts by failing to deliver on specifications.

Figure Library Book Supply Chain

# Library Book Supply Chain



*Dedicated to a better Brisbane*



The major impact of this change for Brisbane was in labour saving on selection, ordering and processing. Labour was redirected to areas of high need across the service as it was opening 2 new libraries.<sup>10</sup> An additional benefit was the saving in processing space. The Technical Services and Administration area (which was a function built facility) could be reduced from 4,000 sq m of space to some 300 sq m of administration space for a library network of some 33 libraries.<sup>11</sup> A staff of over 16 persons was reduced to 1.5 contract management staff.

## **Content Management**

The movement in the industry is now towards full shelf ready and the development of profiles for stock selection as well as supplier-assisted selection. There is an opportunity in Ipswich Library to move from the existing traditional model of Technical Services to a content management model

Key elements of content management will be:

- 90% profile ordering through supplier partnerships
- Branch staff assist in developing profiles
- Material shipped direct to the branch through pre-allocation and full shelf ready
- Streamline acquisitions and receiving processes
- Limited number of suppliers under strict specifications
- Effective use of statistical information to identify content use and trends
- Whole of life asset management of collections

## **Collections Selection, Acquisition and Processing**

### **Selection and Ordering**

The experience of other large libraries validates the cost efficiency of limiting the number of suppliers, particularly through a formal tender process. Increased numbers of vendors adds to the level of variation in the process. The formal tender process provides the opportunity to negotiate delivery on tight specifications and also opens up the opportunity for joint tendering with other libraries to attain cost efficiencies around common specifications. Significant opportunity exists for some consortia purchasing in partnership with other libraries. These partners do not necessarily need to be neighbours; it is about maximizing the buy for the dollar expended by willing partners purchasing together.

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<sup>10</sup> Yarra Plenty chose to redirect the labour saving of \$300,000 into the service to offset the cost of RFID which could then further drive labour savings

<sup>11</sup> Recent reports from the UK further validate this procurement model:  
[http://www.mla.gov.uk/website/programmes/framework/framework\\_programmes/stock\\_procurement](http://www.mla.gov.uk/website/programmes/framework/framework_programmes/stock_procurement)

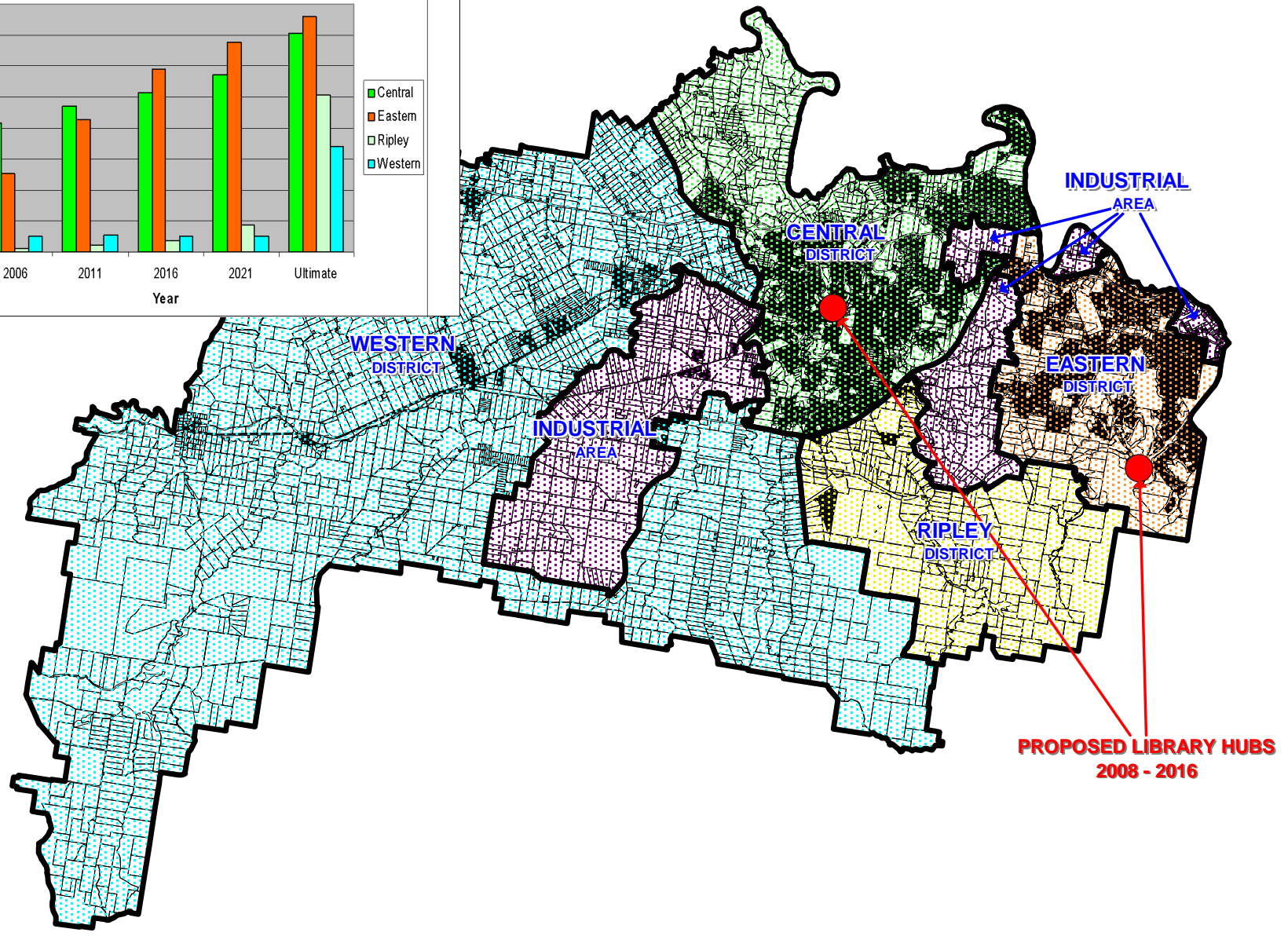
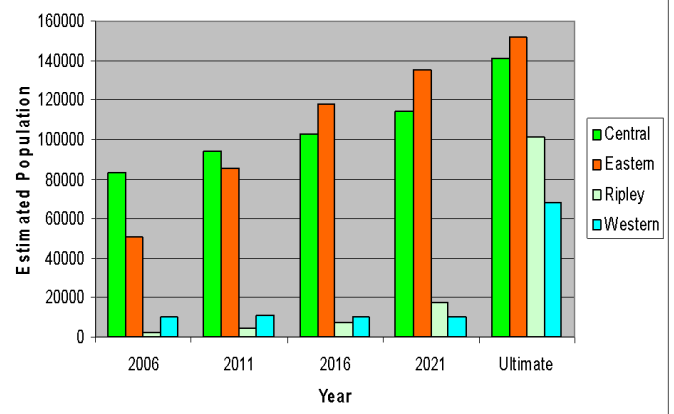


**AECgroup**

- > BRISBANE
- > SYDNEY
- > CANBERRA
- > TOWNSVILLE
- > CAIRNS

**E:** [aec@aecgroup.com](mailto:aec@aecgroup.com)

Population Projections by District



<b>Libraries and Tourism Committee</b>	
Mtg Date: 18.06.2018	OAR: YES
<b>Authorisation:</b> Caroline McMahon	

11 June 2018

**MEMORANDUM**

TO: CHIEF OPERATING OFFICER  
(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)

FROM: LIBRARY SERVICES MANAGER

RE: LIBRARY POD LOCATION

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**INTRODUCTION:**

This is a report by the Library Services Manager dated 11 June 2018 regarding the deployment location of the prototype Library Pod.

**BACKGROUND:**

The *Ipswich Library and Information Service Coping with Growth 2008-2026* strategy called for the development and integration of remote service points, referred to in the strategy as kiosks or Library Links. The purpose of this offering was to extend the collection and presence of the library service into areas identified as remote to the city's library facilities; to supplement the libraries' service in an efficient and effective way. With the kiosks planned for locations with high pedestrian traffic potential, the intent is to provide an accessible service that complements the lifestyle of Ipswich residents. .

Provision was made in the 2017/18 Library Services capital budget to develop a prototype pod and install it into a shopping centre with high traffic and growth projections. This would allow the pod to be tested in an environment with maximum opportunity for success.

Initial approaches to Riverlink Shopping Centre failed to yield any prospective kiosk site. Alternative sites were explored with two sites offering alignment to the strategic growth of the library service.

- a) Ripley Town Centre: Ripley has already been identified in the long term growth plan for the Library Service, a Library Pod would supplement the Mobile Library stop (the highest growth stop in the schedule) at Providence South Ripley and the public programming conducted at Providence Centre. It would add an additional library presence for this growing community in preparation for the establishment of a branch in this area in the future, thereby aligning to the current rate of demand. A prime kiosk location in front of the new Coles Supermarket at Ripley Town Centre has been identified and is currently available.



- b) Karalee Shopping Village: Karalee is currently the second busiest Mobile Library stop (after Springfield) on the schedule and is one of the most remote locations from a branch library. In response to community growth, an extension is currently underway at the Karalee Shopping Village. A prime kiosk location in front of the new Coles Supermarket has been identified and this site will be available in approximately 6 months' time when the extension works are completed.

**FINANCIAL IMPLICATIONS:**

The design and manufacture costs for the Library Pod are included in the 2017/18 Library Services capital budget, the lease cost has been budgeted in the 2018/19 operational budget (details outlined in Attachment A).

**BENEFITS TO COMMUNITY AND CUSTOMERS:**


The pod prototype is based on a Marketplace collection model, this will create an original collection service offering targeted at residents who may not visit the library branch but would be attracted by a retail kiosk experience that provides self-service browse and borrow with instant satisfaction. Using established radio frequency identification technology (RFID), customers will be able to browse physical and eBooks using their library card, with the ability to immediately join online and borrow a book also available at the kiosk to drive an increase in membership. Over time, location specific borrowing patterns would allow a tailored collection that meets demand.

**CONCLUSION:**

The provision of Library Pods is part of the long term strategic deployment of library services across the city. A key element to the success of the prototype pod is the selection of a location that meets both the high traffic and growth potential criteria. The Pod will be a cost effective and sustainable way to increase local delivery of physical and virtual collection promotion and access for all residents.

**ATTACHMENT:**

**CONFIDENTIAL ATTACHMENT**

Name of Attachment	Attachment
<a href="#">Attachment A - Library Pod Location Financial Implications</a> <b>COMMERCIAL IN CONFIDENCE</b>	 Attachment A - COMMERCIAL IN CO

**RECOMMENDATION:**

That Council provide direction on the preferred location for the deployment of the Library Pod prototype.

Sylvia Swalling  
**LIBRARY SERVICES MANAGER**

I concur with the recommendation contained in this report.

Caroline McMahon  
**CHIEF OPERATING OFFICER**  
**(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)**

Libraries and Tourism Committee	
Mtg Date: 18.06.18	OAR: YES
Authorisation: Ben Pole	

8 June 2018

**MEMORANDUM**

TO: CHIEF OPERATING OFFICER (ECONOMIC DEVELOPMENT AND MARKETING)

FROM: TOURISM DEVELOPMENT MANAGER

RE: WINTERNATIONALS 2018 POST EVENT SUMMARY

**INTRODUCTION:**

This is a report by the Tourism Development Manager dated 8 June 2018 concerning the Winternationals 2018 Post Event Summary.

**OVERVIEW:**

The Winternationals are now the largest championship drag racing event held outside of North America. In 2017 more than 34,000 tickets were sold and 400 competitors from Australia and overseas participated in the four day program.

Thursday 7 to Sunday 10 June 2018 marked the 51st running of the classic Winternationals event. Sponsors this year included Gulf Western Oil SCG Electrical, Knijff Earthmoving, Sports Turf Services, Wallace Bishop Loyal Watches, Donnelly Blasting Services, Prime Signs and Speed Electrical. Council allocated event sponsorship of \$30,000 to Willowbank Raceway Inc for the 2018 Winternationals from the 2017-2018 Event Sponsorship Budget.

This year, just over 33,000 tickets were sold and again around 400 competitors from Australia and overseas participated.

YEAR	TICKETS SOLD	% (+/-)	NOTES
2013	28,632	-	Rain effected
2014	29,882	+2%	
2015	33,650	+13%	
2016	27,762	-17%	Rain effected
2017	34,611	+25%	
2018	33,001	-5%	Rain effected

Event organisers suggest the minor decline in 2018 ticket sales is due to wet weather conditions on Friday and a late start Sunday following heavy overnight rain reducing last-minute tickets sales at the gate.

A survey of Ipswich accommodation providers reported a total of 2,186 room nights were booked as a direct result of Winternationals.

In the two months leading up to event, Council's Tourism Development Branch worked with Willowbank Raceway to promote the variety of Ipswich experiences through database, booking and program channels.

Council's event activation included scrim and signage, the presence of the Discover Ipswich trailer and Discover Ipswich Ambassadors at the event over four days. The objective of this activation was to engage visitors and distribute information promoting visitor dispersal and spend, as well as engaging with visitors to build an ongoing communications database.

Areas of event experience improvement that Council can investigate with Willowbank Raceway include:

- Lighting upgrade across the facility as the event almost always ends after sundown
- Upgrade of toilet facilities to support larger events at Willowbank Raceway
- Improved boundary fencing to manage entry and exit
- Enhanced mobile and data connectivity and capacity
- Shade protection for spectator mound areas
- Extended end to end Translink bus service from Ipswich central
- Additional camping area

**RECOMMENDATION:**

- A. That the report concerning the Winternationals 2018 Post Event Summary be received and the contents noted.
- B. That the Tourism Development Branch, in consultation with the Mayor and Chairperson of the Libraries and Tourism Committee, continue to investigate ways to partner with and improve the Winternationals event experience to the best of its potential.

**Alistair Tavares**  
**TOURISM DEVELOPMENT MANAGER**

I concur with the recommendations contained in this report.

**Ben Pole**  
**CHIEF OPERATING OFFICER**  
**(ECONOMIC DEVELOPMENT AND MARKETING)**