Moving Forward: Coffs Harbour City Library 2012 - 2016

A people place | Dynamic | Interactive | Welcoming | Imaginative | Inspiring | Enabling | Democratic | Vibrant | Inclusive | Empowering | Encouraging | Engaging | Progressive | Accessible | Supportive | Enriching | Collaborative | Partnerships | A learning place ...
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SECTION 1 - INTRODUCTION

Background

Libraries operate within the context of their communities. They appeal to people across all age groups and backgrounds. Access to public libraries is free; library spaces are welcoming; events and activities are carefully planned and collections are interesting, varied and relevant.

The role of the public library is evolving as people’s information seeking behaviour changes and use of online media grows. The public library is increasingly being recognised as an essential community hub; a place where all are welcome and there is something for everyone. The public library builds community connections, facilitates learning opportunities and provides access to informational, educational and recreational resources.

In addition it should be noted that libraries play an important role in the economic development of a city. The Library Council of New South Wales’ publication, Enriching communities: The value of public libraries in New South Wales provides clear evidence of the contribution and value of NSW public libraries in terms of the triple bottom line, or economic, environmental and social impact; ...public libraries generated an economic benefit equivalent to $4.24 per dollar of public library expenditure. Enriching communities also notes the role a public library plays in attracting new residents to the city; Good cultural facilities, of which public libraries may arguably be seen as the anchor facility, help attract new residents.

To maintain its position as a vital community service and ensure that it remains relevant in a rapidly changing environment Coffs Harbour City Library will pursue the following areas of focus:

- Infrastructure
- Service delivery
- Information technology
- Collections
- Partnerships and collaboration
- Marketing

This plan will guide the development of the Library over the next four years. Each year actions will be reviewed and prioritised to ensure the Library continues to lead, investigate, inspire and meet the needs of the community now and into the future.

**Scope**

The Coffs Harbour City Library Service consists of 3 service points, a central library in the Coffs Harbour CBD and two branch libraries, at Toormina and Woolgoolga staffed by 17.4 FTE staff. The service receives around 280,000 visits, and lends over 400,000 items each year from a collection base of approximately 90,000 items. The library also has an enthusiastic community of volunteers who provide welcome and practical support.

Council’s Delivery Program and Operational Plan required the development of a new library strategic plan and as part of a Council-wide service review.

The new strategic plan aims to provide:

- Clear direction for staff and the community on the library’s strategic priorities;
- The strategies and actions required to achieve the stated goals;
- The basis for resource planning and funding applications; and
- An alignment with Council’s integrated planning and reporting framework and relevant strategies.

In developing the strategic plan, Roger Henshaw Consultancy Services (RHCS) recognised the importance of engaging with Council, library staff, the community and volunteers in the process, i.e. to consider their perspectives on the library service’s operations, delivery model and infrastructure and to receive and consider their input regarding their aspirations for the service; and perspectives on the library’s current strengths, challenges and opportunities. RHCS considered this in conjunction with current library standards and library industry trend research.

The strategic planning process particularly focused on the need for a new central library as an important visioning point, i.e. focusing on the need to understand what is and isn’t working now with the current infrastructure; to capture ideas for change; to consider building and space needs; and to consider service delivery, and collection and information technology needs. The process also focused on the importance of developing key partnerships and the marketing of library services and programs.

**Consultation**

To inform the strategic plan RHCS consulted with all library staff, library management, relevant Council management, the community, Council officers and library volunteers.
**Methodology**

- Staff online survey to ascertain their views on the strengths and challenges associated with the current service delivery model; and the opportunities available to the library that should be considered into the future
- Community consultation -- face-to-face engagement; comprehensive community survey; focus groups and public meetings with youth and adults
- Council officer consultation -- face-to-face workshop
- Volunteer consultation -- face-to-face group consultation
- Industry scan

**Community, Council and Staff Consultation**

**Community Consultation**

A summary of the results of the community consultation is attached at Appendix 1. 761 people completed the survey, at all branches and across all age groups. The overall message from the community was of how important the library is to them, as the following comments show.

- *It is a crucial community resource and a wonderful tool for encouraging a love of reading in my children.*
- *It has through years become a sanctuary*
- *This is a very special place in Woolgoolga*

**Council Consultation**

A cross-section of Council officers attended a workshop to consider the library’s current service delivery model, and to provide suggestions and general feedback; and importantly their aspirations for the library into the future.

Ms Jenni Eakins, Executive Manager of Cultural and Community Development, and Mr Ben Lawson, Director of City Services, were also consulted for their input.

**Staff Consultation**

Library staff consultation was extensive. A preliminary and confidential online survey was conducted to gather staff views on the library’s strengths, weaknesses, challenges and any opportunities they thought should be considered now and into the future. Staff were also asked for their opinions on the efficacy of the current structure and how it supported their work and the delivery of library services.
The preliminary survey was followed by a series of one-on-one interviews, and a staff workshop. A second series of staff workshops were run in May 2012 to consider the proposed areas of strategic focus developed by RHCS.

Volunteer Consultation

Library volunteers play an important and supportive role and as such were consulted as part of the strategic planning process. As with the Council officer consultation, library volunteers attended a workshop to consider the library’s current service delivery model and to provide general feedback and suggestions for the library’s future.

Context

Contemporary Public Libraries – Industry Overview

Australia has nearly 1500 public library service points. Almost 50% of the population are library members and many more Australians use libraries for study, reading and research. Public libraries in Australia represent an investment of close to $900 million per annum, and employ more than 8,200 people.2

Public libraries support the information, education, cultural and recreational needs of local communities, and occupy a central place in community life. They have collections of books, magazines, CDs, DVDs, audio books, e-books, and a wide range of electronic sources of information and recreational material. They provide computers and free Internet access, and offer a wide range of services and programs for all age groups. Public libraries are safe and trusted public spaces where everyone is welcome.

All public libraries throughout the western world face similar issues: tight budgets; rapid technological change; ageing populations; shortage of qualified staff and increasingly expensive collection and building maintenance. All this, coupled with high community demand, adds up to doing more with less.3

Public libraries policy context

Coffs Harbour Library is part of a global network of information providers, informed and influenced by an extensive policy framework, professional guidelines and a cooperative philosophy.

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State Government

Public libraries in New South Wales are subject to various legislative requirements\(^4\) including:

- Library Act 1939
- Guidelines for Local Government Authorities, including Guidelines to Section 10 (of the Library Act)
- Library Regulation 2010
- Library Amendment Bill 2011
- Local Government Act 1993

The Public Libraries Consultative Committee (PLCC)\(^5\), established in 1996, is a sub-committee of the Library Council of New South Wales to provide policy advice to Library Council and act as a consultative framework for key public library stakeholders in NSW. The strategic objectives of PLCC are:

- Policy advice
- Consultation
- Funding monitoring
- Library Development Grant guidelines

Under guidance from PLCC, Library Council has issued a number of guidelines\(^6\) for public libraries in NSW, including *Living Learning Libraries* (Standards and Guidelines for NSW Public Libraries), Children’s Policy guidelines and Digital Practice guidelines.

Public Libraries NSW\(^7\)

The main purposes of this association (open to all NSW councils and public libraries) include:

- *Unified and strong representation to all levels of government, members of Parliament and other bodies on matters of common interest and concern for public libraries in New South Wales*
- *To support the particular community roles played by libraries, to promote understanding of the value of public libraries and to promote their use.*

Professional policy context

The UNESCO Public Library Manifesto\(^8\) informs the UNESCO belief in the public library as a force for education, culture and information and an agent for fostering peace, and spiritual welfare through the minds of men and women. It encourages

\(^7\) http://www.plnsw.org.au/
\(^8\) http://www.unesco.org/webworld/libraries/manifestos/libraman.html
government to support and engage in the development of public libraries to be:

- Provided on the basis of equality of access for all, regardless of age, race, sex, religion, nationality, language or social status;
- Physically accessible to all members of the community;
- Relevant to local needs and conditions;
- Responsive to the needs of those who cannot, for whatever reason, use the regular services and materials of the library, for example linguistic minorities, people with disabilities or people in hospital or prison

The Australian Library & Information Association (ALIA) is the professional organisation for the Australian library and information sector. The ALIA Public Libraries Advisory Committee (PLAC)\(^9\) advises the Board of Directors about matters relating to public libraries and is charged with delivering against the national vision and framework for public libraries. PLAC has contributed to the National Standards and Guidelines for public libraries.\(^10\)

Demography – Current and Future

Coffs Harbour City is a predominantly rural area, with expanding residential, rural-residential and resort areas, and some industrial and commercial land use. The City encompasses a total land area of nearly 1,200 square kilometres. Settlement is based around the main town of Coffs Harbour, and the townships of Sawtell, Toormina and Woolgoolga, with many small villages and localities along the coast and inland. Much of the rural area is used for timber production and agriculture, particularly banana growing. Tourism is also an important industry, especially along the coast.\(^11\)

The importance of the Coffs Harbour City Council area as a destination for retirees (contributing to an ageing population) and families from other areas is expected to continue. Generally these groups are heavy library users, so this will have an increasing impact on the library, and its capacity to provide a quality service into the future. People moving into the area from capital cities also tend to have higher expectations of their library.

Current estimated LGA population is 68,413. The following figures are from the 2011 Census.\(^12\)

<table>
<thead>
<tr>
<th>Census Group</th>
<th>2006 Census</th>
<th>2011 Census</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indigenous</td>
<td>3.5%</td>
<td>4.1%</td>
</tr>
<tr>
<td>Overseas born</td>
<td>11.8%</td>
<td>17.9%</td>
</tr>
<tr>
<td>Aged 0-19</td>
<td>24.7%</td>
<td>26.1%</td>
</tr>
<tr>
<td>Aged 65-84</td>
<td>15.3%</td>
<td>15.5%</td>
</tr>
<tr>
<td>Aged Over 85</td>
<td>2%</td>
<td>2.5%</td>
</tr>
</tbody>
</table>


\(^10\) Beyond a Quality Service: Strengthening the Social Fabric – Standards and Guidelines for Australian Public Libraries. ALIA 2011


19.2% of the population reported performing voluntary work; 54.3%\(^\text{13}\) have Internet connections (31.5% have broadband); and approximately 92% car ownership.

The Coffs Harbour area is well served by educational facilities including Southern Cross University, North Coast TAFE, Coffs Harbour English Language Centre, the Rural Clinical School (University of NSW), the National Marine Science Centre and the Conservatorium of Music.

**Comparative Position**

It is difficult to provide an accurate comparison of two or more different library services due to the wide range of variables, but it is useful to benchmark the Library against the NSW public library standards, *Living Learning Libraries*,\(^\text{14}\) for example:

### S1. Library expenditure per capita

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Enhanced</th>
<th>Exemplary</th>
<th>Coffs Harbour</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$44.74</td>
<td>$50.04</td>
<td>$55.66</td>
<td>$23.55(^\text{15})</td>
</tr>
</tbody>
</table>

### S5. Visits to library per capita

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Enhanced</th>
<th>Exemplary</th>
<th>Coffs Harbour</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5.0</td>
<td>5.6</td>
<td>6.3</td>
<td>3.84(^\text{16})</td>
</tr>
</tbody>
</table>

The inadequate funding of the Library impacts on its capacity to deliver a quality service to the community. The funding shortfall over a number of years has led to deterioration in collections and services. The process of strategic planning will inform the future directions of the Library, in particular, collection development, events and programming and marketing.

**Current Infrastructure**

The current central library has been identified as being too small and inadequate for the optimal delivery of contemporary public library services, including community programming and events. For example, there are no designated meeting room spaces or adequate storage for chairs, tables etc. Event programming therefore creates conflict of use, and some noise issues.

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132011 Census Data regarding Internet connections (Table P35) is due for release 21 August 2012.  
15Voted expenditure to June 2011 indicates $24.53 per capita, however actual expenditure July 2010 to June 2011 indicates $23.55 per capita(Source: Bibliostat Connect – State Library of NSW)  
16 2011 State Library of NSW Statistical Return Data(Source: Bibliostat Connect – State Library of NSW)
The current building doesn’t meet the accepted floor space standards provided in *People Places: a guide for public library buildings in NSW*. For example a basic population based floor space for the city population catchment of the LGA is approximately 2,413 sqm (service–based 2,574 sqm)\(^\text{17}\). A potential new site has been identified in Brelsford Park, and consideration is being given to co-locating the library with other services to optimise potential Council investment and service delivery to the community.

The community survey and consultations also uncovered some dissatisfaction with the current central library, for example:

- *The layout of the building is certainly cramped and becomes a problem when events are held while the library is open to the public. Noise interferes when people are reading and studying, and space to move is decidedly limited*
- *The Library is so small and without quiet work or study areas. I think it is very bad for a big, growing centre like Coffs*
- *The library is cramped, and there isn’t enough space for activities*

Woolgoolga and Toormina branches were considered to be of a reasonable standard, and it was noted that the only branch to have designated meeting room space was Woolgoolga.

**Current Staff Structure**

The current library structure is not considered to be an issue but would benefit from future review as part of service delivery requirements for a new central library. The concerns of staff were mainly focused on the roles, responsibilities and team leadership that underpin the current structure.

**Alignment**

The Library’s strategic plan is in accord with and informed by Council’s Community Plan (*Coffs Harbour 2030*).\(^\text{18}\) The five themes identified therein are:

1. Learning and Prospering
2. Places for Living
3. Moving around
4. Looking after our community
5. Looking after our Environment

References to specific Community Plan outcomes and objectives are made throughout the Library’s plan, and Appendix 2 is a summary of the Library’s alignment.

\(^\text{17}\)People places: A guide for public library buildings in New South Wales (2nd ed.). Note: a new edition is currently in the process of review before final publication

\(^\text{18}\)Coffs Harbour 2030: A strategic plan for the Coffs Harbour Community
Acknowledgements

RHCS wishes to acknowledge the support, commitment and contribution of the Coffs Harbour library staff, the Team Leaders, Mr Enzo Accadia, Library Manager, Ms Jenni Eakins, Executive Manager of Cultural and Community Development and Mr Ben Lawson, Director of City Services. Special thanks also to the library volunteers, Council officers and community members who participated willingly and productively in the process.

SECTION 2 – STRATEGIC PLAN

Strategic Framework

The balanced scorecard\textsuperscript{19} methodology underpins the strategic planning process, and its four (4) areas of focus should be considered in any decision-making or action planning associated with this plan.

They are:

1. **Community/Customer**: What we need to achieve for library members, the community and other key stakeholders (our goals, strategies and actions)?

2. **Learning and Growth**: What learning needs to be considered and undertaken in order to support and sustain the desired strategic outcomes for our community and customers? This includes learning for library staff, the local community, special interest groups etc.

3. **Governance**: What processes, policies and guidelines do we need to have in place to succeed and to support the delivery of our strategies?

4. **Resources**: What resources will we need to guarantee success? How will we manage and monitor our performance?

Statement of Purpose

To enrich, inform and connect communities; and to be:

- A people place
- Interactive
- Imaginative
- Enabling
- Dynamic
- Empowering
- A learning place
- Collaborative
- Inspiring
- Democratic
- Inclusive
- Encouraging
- Engaging
- Accessible
- Enriching
- Partnering
- Progressive
- Supportive

\textsuperscript{19} A Balanced Scorecard Approach – see also: http://www.balancedscorecard.org/ (accessed September 2011)
Vision

The Library is a vibrant, active and welcoming place; and one that strives to:

- Anticipate community needs and interests
- Be open, inviting and relevant
- Be a place that encourages the imagination and exchange of ideas
- Be a place that celebrates knowledge and learning; and provides life-long learning opportunities
- Be a recognised community leader
- Provide a comfortable, neutral and stress free space for all the community
- Build supportive and strong partnerships that will benefit the community and customers of the library service

Areas of Strategic Focus - Overview

Based on stakeholder consultation (site visits and survey) and an analysis of contemporary public library standards and services the prime areas of focus of the library strategy are:

*Figure 1: Areas of Strategic Focus*
**Infrastructure**

The current central library doesn’t meet contemporary standards and is considered inadequate for both current and future use – especially in the context of a growing and ageing population. To better inform the planning processes for a new library (including the eventual development of a master planning document) it will be crucial for the library to develop a visioning brief and gather and develop functional and other data for the design brief.

**Service Delivery**

Focuses on two (2) key areas:

1. The need to optimise the effectiveness of the library team structure and to develop a more collaborative work culture – this will be particularly important in moving the library service forward especially in the areas of resource planning and allocation, decision making, communication and the development of collaborative team practice.

2. A strategically aligned and planned approach to library services, and in particular to programs and events, with a strong focus on service evaluation, continuous improvement, and future planning, utilising a proposed PRINCE2 project planning template.

**Information Technology**

Libraries have been at the forefront of public technology access for well over a decade. However the exponential growth in technology innovations e.g. mobile access, and web-based services, is creating a higher expectation of access and service by both the community and staff. The information technology goals, strategies and actions are designed to better define service parameters; and to enable continuous improvement of services. Emphasis is also placed on planning and collaborating with Council’s Information Technology section.

**Library Collections**

Current library collection funding is inadequate and doesn’t meet current state or national per capita expenditure standards, especially when compared to similar sized libraries and local authorities. The funding shortfall impacts in several ways, including an ageing collection (making it difficult to keep informational material current and relevant); and an inability to expand or further develop collections or to add new formats such as e-books. The library also needs to have a regularly reviewed collection management policy to ensure there are clear collection development guidelines in place; that collection performance is monitored and
evaluated; and that collection expenditure provides best value to Council and the community.

**Partnerships and Collaborations**

Working collaboratively or in partnership with other Council services, community organisations, local business and volunteers has the potential to benefit the library and its customers; provided proper research and planning are done, and formal processes and policies are in place. There are many examples of public library services that have benefited from formalised partnerships and collaborations, for example in the areas of:

- Special collection development
- Sponsored programs and events
- Local and family history services

**Marketing**

Community and staff feedback indicates the need to better communicate the breadth and depth of the library’s service, collections and programming to its customers and the community. In the public library sector the development of marketing plans is becoming more commonplace, with many libraries choosing to develop marketing strategies for particular target groups such as youth, rather than a whole of service marketing plan. Marketing plans give libraries the opportunity to analyse their current situation and to identify any service and programming gaps. Marketing plans also drive a higher level of resourcing analysis i.e. financial and human resources needs and costs; and the development of communication and promotional tactics (engagement strategies). The target groups proposed in this strategy resonate with Council plans and community demographics (current and forecast).

**Strategic Action Plan**

A Strategic Action Plan detailing all goals, strategies, actions and their associated timeframes, resource implications and responsibilities are contained in Attachment 1 in table format.
Strategic Plan

Area of Focus 1: Infrastructure

Background

The current central library no longer meets contemporary standards and is inadequate for both current and future use – especially in the context of a growing and ageing population. This view is supported by the findings of the staff, community and Council consultations; the ‘in principal’ selection of a new library site at Brelsford Park; and with reference to the nationally and internationally accepted standards and guidelines provided in *People Places*\(^{20}\) and *Beyond a Quality Service*\(^{21}\).

This strategic area focuses on the preparation required prior to final design, costing and building of a new central library. In particular the researching and gathering of information required to provide meaningful design brief input e.g. in the areas of general design; flexibility; acoustic requirements; sustainability; meeting spaces; accessibility; specialised space requirements etc.

Goal

**A New Central Library Building**

This goal focuses on the need for a new Coffs Harbour central library, and provides strategies that will better inform and prepare library staff and management; and provide the information and evidence with which to design the future library.

Strategies

<table>
<thead>
<tr>
<th>IF1.1</th>
<th>Innovative library design research and assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>IF1.2</td>
<td>Service based benchmark assessment of new library floor space requirements</td>
</tr>
<tr>
<td>IF1.3</td>
<td>A new library design brief and visioning document to inform future concept design / master planning</td>
</tr>
<tr>
<td>IF1.4</td>
<td>Funding options and business case</td>
</tr>
</tbody>
</table>

Actions and Expected Outcomes

<table>
<thead>
<tr>
<th>#</th>
<th>Actions</th>
<th>Expected Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>IF1.1.1</td>
<td>Contemporary library research and review (including site visits to new or contemporary public libraries)</td>
<td><em>Assessment and documentation of the strengths, challenges and innovative design features of a range of new public library</em></td>
</tr>
</tbody>
</table>

\(^{20}\) People places: A guide for public library buildings in New South Wales (2nd edition)

\(^{21}\) Beyond a Quality Service- Strengthening the Social Fabric (Standards & Guidelines for Australian Public Libraries)
Coffs Harbour City Council’s Our Living City Settlement Strategy states:

Consider further development in local public libraries with regard to space, location and opening hours to assist in improving the spaces as community meeting places (page 46)
Well-located libraries with up-to-date resources and facilities can play a key role in creating and strengthening communities (page 55)

Area of Focus 2: Service Delivery

Background

Coffs Harbour Library aims to be recognised as a library sector employer of choice with opportunities for professional development and an organisational culture that fosters innovation and creativity and that recognises staff achievements and importance.

The current team based organisational structure is considered the right vehicle to optimise service delivery and move the library forward into the future.

Coffs Harbour Library staff will work together to continuously improve teamwork by:
- Building and maintaining good staff morale

Developing best practice processes and policies to support the team and customer service delivery
Developing a culture of collaborative practice within teams, across teams and with Council

Staff will create a work culture that values collaboration through:
- Working together to realise shared goals
- Sharing knowledge and learning and building consensus
- Respecting diversity of people, ideas and experiences

Collaboration and teamwork create an environment that allows the collective knowledge, resources and skills of each team member to flourish.

**Goal 1**

**Cohesive and collaborative teams**

This goal focuses on developing formal and agreed team collaborative practices, e.g. for the purposes of:

- Improved and more holistic decision making
- Better understanding of the resources available and how they could best be used across the library service as a whole (a systems approach)
- Clearer communication channels and protocols

**Strategies**

<table>
<thead>
<tr>
<th>SD1.1</th>
<th>A collaborative work culture and work practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>SD1.2</td>
<td>Clear, agreed and prioritised channels of communication</td>
</tr>
<tr>
<td>SD1.3</td>
<td>Innovative team practice – developing a best practice teamwork model</td>
</tr>
</tbody>
</table>

**Actions and Expected Outcomes**

<table>
<thead>
<tr>
<th>#</th>
<th>Actions</th>
<th>Expected Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>SD1.1.1</td>
<td>Establish formal terms of collaboration for the library teams</td>
<td>Agreed and documented cross-team collaborative practices that will inform the way teams and team leaders will work together in planning and delivering services, programs and events; developing policies and systems, decision making and negotiating.</td>
</tr>
<tr>
<td></td>
<td>[To be completed in tandem with SD1.1.2]</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SD1.1.2</td>
<td>Develop an agreed Library Team Charter(^23) which documents the team</td>
<td>An agreed set of staff values and ground rules</td>
</tr>
</tbody>
</table>

\(^{23}\) A team charter contains ‘ground rule’ statements of values and guidelines, which a group establishes consciously to help individual members to decide how to act. To be effective, ground rules must be clear, consistent, agreed-to, and followed. Where articulated ground rules are missing, natural behaviour patterns often emerge spontaneously. These are referred to as norms. Team ground rules define a behavioural model, which addresses how individuals treat each other, communicate, participate, cooperate, support each other, and coordinate joint activity. They may be used to define and standardise team procedure, use of time, work assignments, meeting logistics, preparation, minutes, discussion, creativity, reporting, respect and courtesy. A team should create and adopt written ground rules during the first few organising sessions. The rules should be consulted and enforced through reminders and team process checks. They should be added to and revised as needed.
values, ground rules, meeting parameters; communication and decision-making practice – with reference to the CHCC Code of Conduct; and the existing Library Service Charter (see Appendix 4 – Team Charter example)

- Documented meeting parameters (practice and guidelines) – including formal terms of reference for team collaborative practice (see 2.1.1)

SD1.1.3 All individual team meeting agendas include cross-team updates and feedback mechanisms

- Formalised cross-team feedback and update mechanism;
- A formal distributed record (minutes) of team feedback and Updates

SD1.1.4 All major projects have cross-team involvement

- Growth in cross team cooperation and collaboration
- Improved decision making
- Better understanding of resource needs – especially staffing

SD1.1.5 Scope and undertake team based training (formal and informal) e.g. team building; innovative thinking; decision making; negotiation; dealing with difficult people

A needs based and team focused training plan

SD1.2.1 Develop a library team communication plan

Clear communication protocols based on a schedule of agreed priorities i.e. how we will communicate with each other; feedback mechanisms; timing and frequency; responsibilities and accountabilities; performance indicators and measures

SD1.3.1 Research and evaluate other teamwork models

To adopt best practice teamwork models

---

Coffs Harbour City Council’s Operational Plan 2012-2013 states:

*Develop and implement best practice workforce management strategies to assist Council to serve the community (S 36)*

---

The main components of a communication plan are the:

- Communication objectives – what and why are you communicating?
- Target audience – who do you want to communicate to?
- Communication tools – what method of communication is most appropriate for your target audience?
- Timing and frequency – when and how often to communicate
- Responsibilities – who is going to communicate?
- Communication quality – key concepts for excellent communication for monitoring and measurement purposes

Goal 2

Quality, relevant, outcomes based services, programs and events

This goal focuses on identifying what the library is trying to achieve with each of its services and in particular its programs and events. This includes alignment to the goals of the Coffs Harbour 2030 Community Strategic Plan:

- Learning and prospering
- Places for living
- Looking after our community
- Looking after our environment

Although the Community Strategic Plan has no specific references to libraries, the library can and will play an important role in delivering many of the strategies particularly in the areas of community engagement (diverse and disadvantaged groups); community education (lifelong learning); capturing community experience and knowledge (sharing and keeping); disaster preparedness; and engaging and providing services for youth, children, older people, non-English and indigenous communities etc. Appendix 2 summarises the Library’s alignment with Council’s strategic objectives.

All services, programs, events and activities are to be planned, have an outcomes focus, and be aligned to the relevant goals and objectives of Council’s 2030 Strategic Plan. Each current service element and its associated programs and activities are to be reviewed utilising a project-based proforma (examples attached Appendix 5A and 5B). Any new services, programs, events and activities are also to be put through the same process to determine resourcing costs, objectives / outcomes, risks, responsibilities and accountabilities etc.

This approach assures that proper scoping of activities occur, and will help the library more clearly understand its capacity and, most importantly, the outcomes it is trying to achieve for itself, for Council and for the community of Coffs Harbour.

Coffs Harbour City Council’s Our Living City Settlement Strategy states:

Well-located libraries with up-to-date resources and facilities can play a key role in creating and strengthening communities (page 55)

Strategies

<table>
<thead>
<tr>
<th>SD2.1</th>
<th>Review current programs and events practice</th>
</tr>
</thead>
<tbody>
<tr>
<td>SD2.2</td>
<td>Strategic, thematic and aligned approach to community programming and events</td>
</tr>
<tr>
<td>SD2.3</td>
<td>Service, programs and events monitoring and evaluation</td>
</tr>
</tbody>
</table>


27 Disaster preparedness – refers to the role the library has in regard to Council e.g. as an alternative administration space or community access point for Council services and information
## Actions and Expected Outcomes

<table>
<thead>
<tr>
<th>#</th>
<th>Actions</th>
<th>Expected Outcomes</th>
</tr>
</thead>
</table>
| SD2.1.1 | Review current programming (programs, activities and events) against Council’s community goals and strategies | - Identified alignment opportunities  
- Identification of non-aligned programming |
| SD2.1.2 | Research and evaluate the services and programming of other libraries i.e. looking for new innovations and adaptable ideas; to gain insight into programming outcomes; resourcing initiatives etc. | More informed, planned and innovative programming |
| SD2.2.1 | Develop strategic themes and associated program strategies based on alignment to Council goals (see 2.1.1); other identified needs; and industry research (see Action 2.1.2) – including the expected outcomes (see Appendix 6 strategic thematic programming example) | - More informed, planned and innovative programming  
- Alignment with Council strategies |
| SD2.3.1 | Project plan all programs and events (existing and proposed), (example project template – Appendix5b) | Fully scoped programming, including objectives, outcomes, resourcing, risk assessment etc. for current and any proposed programming |
| SD2.3.2 | Develop service, program and event monitoring and evaluation methodologies | Feedback on the efficacy, value etc. of each service, program or event |

### Area of Focus 3: Information Technology

#### Background

This area focuses on creating the right technology backbone, support framework and skills base for the delivery of library services, including:

- Digital services (owned and subscription based) – databases and digital collections (e.g. eBooks)
- The development and online publishing of in-house digital resources, particularly in the area of local studies
- Web access – unencumbered access to the key web based services and sites for both the community and staff
- Innovative business support technologies, web based services and software e.g. RFID; mobile devices; development of a mobile library website; iSpydus etc.
- Working closely with Council’s IT department to create a joint IT strategy that will scope, optimise and prioritise the library’s technology requirements and future resourcing
- (Information Literacy) Learning - Staff skills development (include copyright management)
• (Information Literacy) Learning - Customer skills development
• Exploring new technologies and innovative technology based services (technology petting zoo)

Goal

Customer focused information technology and support services

Strategies

<table>
<thead>
<tr>
<th>IT1.1</th>
<th>Information technology research and evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT1.2</td>
<td>Digital service delivery model strategy / plan</td>
</tr>
<tr>
<td>IT1.3</td>
<td>Local digital content creation and publishing</td>
</tr>
<tr>
<td>IT1.4</td>
<td>An information technology plan, including marketing strategy</td>
</tr>
<tr>
<td>IT1.5</td>
<td>Information technology training and awareness</td>
</tr>
</tbody>
</table>

Actions and Expected Outcomes

<table>
<thead>
<tr>
<th>#</th>
<th>Actions</th>
<th>Expected Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT1.1.1</td>
<td>Set up an Information Technology Project Team to:</td>
<td>- Broaden staff knowledge of information technology</td>
</tr>
<tr>
<td></td>
<td>1. Research and report on new technologies, innovative software and web based service solutions; and to</td>
<td>- Proactive evaluation of innovative technology and e-services i.e. to assess capability and application to local service delivery</td>
</tr>
<tr>
<td></td>
<td>2. Assess and report public access needs</td>
<td></td>
</tr>
<tr>
<td>IT1.2.1</td>
<td>Develop a digital service delivery strategy / model</td>
<td>Including (but not limited to):</td>
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<tr>
<td></td>
<td></td>
<td>- Service delivery scoping</td>
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<tr>
<td></td>
<td></td>
<td>- Service delivery methodology i.e. internal and external delivery</td>
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<td></td>
<td></td>
<td>- Training / skill development (staff and customers)</td>
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<td>- Resourcing</td>
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<td>- Policy implications</td>
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<td>- Performance indicators and measures</td>
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<td>- Copyright management</td>
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<td></td>
<td></td>
<td>- Income strategy (value added services)</td>
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<td></td>
<td></td>
<td>- Reference to the NBN</td>
</tr>
<tr>
<td>IT1.3.1</td>
<td>Undertake the development of a library information technology strategy (plan) in partnership with Council’s IT department (staff and customer focused).</td>
<td>Including (but not limited to):</td>
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<tr>
<td></td>
<td></td>
<td>- Public access requirements (a needs assessment)</td>
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<tr>
<td></td>
<td></td>
<td>- Web access requirements (staff and community)</td>
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<tr>
<td></td>
<td></td>
<td>- NBN utilisation strategies</td>
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<tr>
<td></td>
<td></td>
<td>- Mobile access to library digital and web services</td>
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<tr>
<td></td>
<td></td>
<td>- Piloting and exhibiting new technologies</td>
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<tr>
<td></td>
<td></td>
<td>- Library e-publishing (see Action IT1.4.1)</td>
</tr>
</tbody>
</table>
- **Service Level Agreement (between the library and Council’s IT section)**

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT1.4.1</td>
<td>Investigate and develop library digital publishing (e-publishing) and collection options (for inclusion in the library’s digital service delivery strategy – see Action IT1.2.1 above)</td>
</tr>
<tr>
<td>IT1.5.1</td>
<td>Scope and develop a staff and community training / skills development program and support material</td>
</tr>
</tbody>
</table>

- A needs assessment of library e-publishing options e.g. creation of a multimedia local studies database; e-publishing of local family histories etc.

- Includes (but not limited to):
  - Information literacy training (growing the information literacy skills of staff and the community)
  - Documentation e.g. web resource bookmarking of online support information, such as video clips, podcasts; and printed technology support information

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### Coffs Harbour City Council’s Switched on Coffs: Digital Strategy references:

Promote greater digital literacy and inclusion in our community and work with partners in the private, public and not for profit sectors (page 8)

A Digital Refuge (page 25): for those residents born overseas and including refugees i.e. connecting digitally with their old communities

[Reinforcing] the role of Council’s central library as a digital centre, providing free access to high speed broadband connectivity, skills development and e-learning (page 29).

### Regional Development Australia Mid-North Coast’s Digital Strategy states:

[There is a] need for libraries to continue to be a source of innovation in enabling the digital economy / networked society, building on the work they already do – and in the process becoming more than libraries: ideas stores and sources of connectivity, up-skilling and knowledge for the digital era ... (page 24)

[Libraries] are a good focus of digital inclusion, engagement with citizens and promotion of digital services (page 24)
Area of Focus 4: Library Collections

Background

Current library collection funding is inadequate, and very low when compared to similar sized libraries / local authorities. The funding shortfall impacts in several ways, including:

- Collections are ageing – the ability to renew collections, especially information-based resources to keep them relatively up-to-date is very poor, which in turn creates both risk (out of date information) and customer service issues (meeting reasonable expectations of information currency)
- Collection expansion – the ability to deliver new collection formats such as eBooks, digital audio and video is inhibited (the recent community survey indicated customer interest in accessing these formats – but not at the expense of other more traditional formats); and there is limited capacity to meet the need to develop community language collections to support and reflect the ethnic diversity of the Coffs Harbour LGA
- Growing the depth and breadth of collections – public libraries have a recognised role in providing their communities with access to a wide range of authors (not just the popular ones) and to a wide range of subject material (not just topical material). This role is inhibited by a small budget with little CPI growth. Consideration needs to be given to the current standard\(^28\)

\[ \text{Scope: Expenditure on library materials per capita per annum.} \]
\[ \text{Baseline: $5.40 per capita per annum} \]
\[ \text{Enhanced: $6.10 per capita per annum} \]

At just $2.67 (2010 statistical return\(^29\)) Coffs Harbour is well below this standard.

The above issues are further exacerbated by:
- The space limitations of the current central library
- An out of date collection development policy
- Inadequate collection profiling (sample collection profiling template is attached Appendix 7)
- The need for more focus on overall collection management i.e. managing the lifecycle of material to include library management system data analysis; and decision making on whether to retain, repair, relocate, replace or remove collection material

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\(^{28}\) Beyond a Quality Service: Strengthening the Social Fabric – Standards and Guidelines for Australian Public Libraries

\(^{29}\) Only the 2010 expenditure on materials data was available from the State Library of NSW Statistical Return. 2011 data was unavailable and is considered unlikely to vary (+/-) the 2010 per capita figure of $2.67
Goal

Maintain balanced, well organised and current collections that meet and reflect the needs of customers and the community

Strategies

<table>
<thead>
<tr>
<th>LC1.1</th>
<th>Increase collection funding (to meet state / national per capita expenditure standards), via:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Council funding (incremental phase up)</td>
</tr>
<tr>
<td></td>
<td>- Grant funding</td>
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<tr>
<td></td>
<td>- Donations (promoting the library’s DGR status)</td>
</tr>
<tr>
<td></td>
<td>- Sponsored collections</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LC1.2</th>
<th>Collection management policy and guidelines, that incorporate:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Collection development guidelines / policy</td>
</tr>
<tr>
<td></td>
<td>- Collection profiling (this includes collection management criteria)</td>
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<tr>
<td></td>
<td>- Spydus system reporting i.e. scoped; methodology; and responsibilities</td>
</tr>
</tbody>
</table>

Actions and Expected Outcomes

<table>
<thead>
<tr>
<th>#</th>
<th>Actions</th>
<th>Expected Outcomes</th>
</tr>
</thead>
</table>
| LC1.1.1 | Review current ‘book vote’ expenditure levels (with reference to current NSW/Australian per capita expenditure standards) | - Expenditure gap analysis  
- Four (4) financial year expenditure phase up benchmarks (financial planning / budgeting document) |
| LC1.2.1 | Develop grant based collection development projects i.e. via the State Government’s Library Development Grants program and Country Libraries Fund | - Grant funding  
- Developing new collections  
- Opportunities for expanding the breadth and depth of the library’s collections |
| LC1.2.2 | Explore focused donation campaigns i.e. project based (to maximise the library’s DGR status)                                                                                                       | Encouragement of community donations for specific purposes e.g. the development of a parenting collection |
| LC1.1.3 | Establish library sponsorship guidelines                                                         | Guidelines established and promoted                                                                   |
| LC1.2.1 | Review and update the current collection development policy (also evaluate its effectiveness to date; and usage)                                                                                   | An updated and contemporary collection development policy                                             |
| LC1.2.2 | Develop collection profiles for each collection (See Appendix 7 Collection Profiling Template example)                                                                                                 | Detailed information on each component of the library’s collection including:  
- Collection scope  
- Target group (audience)  
- Selection criteria  
- Format  
- Responsibility  
- Management e.g. retain, replace, relocate, repair, remove criteria  
- Consultation group(s) |
Area of Focus 5: Partnerships and Collaborations

Background

Shared Service /Facility Arrangements

Discussions regarding the new central library indicated an intention to consider a shared services or facilities model e.g., the library and COLAB co-locating. To optimise shared working relationships, make best use of space and maximise return to the community, any shared service arrangement should be fully scoped, and formalised in a memorandum of understanding (MOU) and where appropriate a service level agreement (SLA). Typically the following need to be considered when developing a shared service or facility agreement:

- Objectives – to ensure the service objectives of each party are defined
- Standards – governance arrangements and the rationale behind the shared arrangements
- Guidelines – including any joint management or advisory committee arrangements; support agreements / administration; dispute resolution processes; links to strategic, operational and marketing plans; performance management and indicators etc.
- Definitions – agreed definitions

Shared service and facility scoping should go through a thorough consultation process to gain a clear understanding of each party’s business / service delivery model and particular needs, and to define areas of independence and areas of potential partnership and collaboration. Formal agreements, such as an MOU would need to be signed off by all parties to ensure a mutual understanding of how the shared service or partnership arrangement should work and how it will be monitored and evaluated. A certain level of joint planning would also be required to ensure each party understands each other’s goals, planned activities etc. and to work more closely on any shared goals.
Community and Business Partnerships

The establishment of mutually beneficial partnerships and/or collaborative arrangements or projects is becoming more commonplace in public libraries, especially given the scarcity of, and competition for, resources and funding within a local government context.

Examples of public library partnerships include:

- Sponsorship from local business e.g. in-kind or funding for library projects, programs, events and activities
- Media support e.g. free advertising space, and/or publication of articles
- MOUs between libraries and local historical societies or family history groups to assist library customer research, and to provide research / information resources etc.
- Event support from local community service clubs such as Rotary, Lions and Apex
- Cross promotions e.g. the library promoting the activities of a partner organisation or group, and vice versa
- Advertising e.g. placement of ‘proudly supported by’ notices etc.

The library needs to consider partnership and collaboration and support it with policies and procedures. In particular the library needs to manage any risks associated with collaborative partnerships.

Volunteers

The library already uses and recognises the generous help of volunteers who support its basic operations. The support provided by the library’s volunteers is in line with the Australian Library and Information Association’s (ALIA) Statement on voluntary work in library and information services. Community consultations indicated that the library and its community would benefit from the inclusion of more targeted and scheduled volunteering support around customer information technology, Internet and the use of social media, for example youth volunteers. The potential to use the experience of older people was also highlighted, for example volunteer support from groups such as U3A or historical / family history groups.

Goal

Collaborative partnerships that benefit the library service, its customers, Council and the community

Strategies

| PC1.1 | Shared services / facilities evaluation and modeling (to be considered in conjunction with a new Coffs Harbour Central Library) |
| PC1.2 | Establishment of partnership and collaboration guidelines |
| PC1.3 | Establishment of sponsorship guidelines |
| PC1.4 | Optimised use and support of volunteers |

Actions and Expected Outcomes

<table>
<thead>
<tr>
<th>#</th>
<th>Actions</th>
<th>Expected Outcomes</th>
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<tbody>
<tr>
<td>PC1.1.1</td>
<td>Research and evaluate potential shared services / shared facility arrangements (for the new Coffs Harbour Central Library) – this includes: - Desktop research - Site visits - Consultation and discussion with potential partners</td>
<td>- Strengths, opportunities and challenges analysis of existing shared service / facility sites - Obtain example shared service / facility MOUs; and SLAs - Determine potential Council service co-locations options - Determine potential commercial co-location options</td>
<td></td>
</tr>
<tr>
<td>PC1.2.1</td>
<td>Develop and promote general partnership and collaboration guidelines</td>
<td>Partnership and collaboration guidelines aligned with the library’s sponsorship guidelines (see Action PC1.3.1); and the pertinent NSW public library standards in Living, Learning Libraries</td>
<td></td>
</tr>
<tr>
<td>PC1.3.1</td>
<td>Develop and promote sponsorship guidelines (See Appendix 8 – library sponsorship policy example)</td>
<td>Library sponsorship guidelines</td>
<td></td>
</tr>
<tr>
<td>PC1.4.1</td>
<td>Evaluate potential volunteer support for targeted services, programs and activities e.g. youth volunteers to assist with the library’s social networking presence</td>
<td>- Enhanced capacity to engage and support nominated target groups e.g. youth and the aged - Short term use of volunteers for particular support and services e.g. on particular projects - Utilisation of volunteer knowledge, expertise and experience - e.g. assisting customers with the use of technology, web services, social networking etc.</td>
<td></td>
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</tbody>
</table>

The Coffs Harbour 2030 Community Strategic Plan includes the following strategies:
LP2.1.3 Develop accessible spaces for people to meet, relax and interact that are safe, attractive and vibrant.
LP3.2.2 Facilitate shared learning and skill sharing opportunities across generational and cultural groups.
LC2.1.2 Create community structures which capitalise on intergenerational knowledge, experience and capacity.

Area of Focus 6: Marketing

Background

Connecting with the Community

The face-to-face consultations carried out as part of the strategic planning process provided feedback on how the library is perceived by the community. Many identified that the breadth of library services available isn’t widely known or 'appreciated' by the greater community of Coffs Harbour. The library's ability to effectively market its services, programs and events is arguably hindered by resourcing but more importantly by a lack of clearly defined and targeted marketing and communication strategies. This also impacts on how the library potentially engages with non-users.

The community survey results, community consultation findings and the information available from Councils community profile and 2030 strategy (via profile.id and forecast.id) provide good situational data on which to develop some targeted marketing strategies - especially in the areas of youth and older people.

Recommendation

It is recommended that the library develop targeted marketing strategies (rather than a whole of service marketing plan) and align them with the goals and objectives of Council’s Coffs Harbour 2030 community plan.

Goal

Targeted marketing strategies

Strategies

<table>
<thead>
<tr>
<th>#</th>
<th>Actions</th>
<th>Expected Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>MK1.1</td>
<td>Staff marketing training</td>
<td></td>
</tr>
<tr>
<td>MK1.2</td>
<td>Situational analysis</td>
<td></td>
</tr>
<tr>
<td>MK1.3</td>
<td>Develop and adopt targeted marketing strategies (the marketing plan)</td>
<td></td>
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</tbody>
</table>

Actions and Expected Outcomes
| MK1.2.1 | Utilise key data sources to determine service and programming gaps by target group, including (but not limited to):  
- Community profile and forecasts  
- 2012 Library Community Survey results and analysis  
- Council’s 2030 plan and *Switched on Coffs*  
- Spydus system reporting i.e. usage by target group; collection usage by type  
- Library industry research  
- (As required) targeted consultation of selected target groups e.g. focus groups  

**Note:** Source example marketing plans from other public libraries to inform the process |

| MK1.3.1 | Develop marketing strategies including communication planning, library branding and promotional tactics for each of the following priority target groups (with reference to any identified important sub-groups):  
- Youth  
- Seniors (the ageing)  
- Multicultural  
- Indigenous |

|  | A clear and documented understanding of:  
- The library’s current service delivery status to each target group, including service gaps; under serviced target groups etc.  
- Community demographic trend data for consideration in future service design, delivery and development of marketing strategies  
- Community and other key stakeholder satisfaction with current services; service improvement / feedback information; service gaps etc.  
- Collection usage and usage trends |

|  | Prioritised marketing plans for each nominated target group, including (in summary):  
- A situation analysis summary (including gap analysis)  
- A market summary (about the nominated target group, trends in this market etc.)  
- Target markets (statistics; targeted elements)  
- Demographic analysis and trends  
- Needs and demands analysis  
- Challenges (the challenges to be addressed by the marketing strategy)  
- Marketing strategies, tactics and communication plan |
## 1. INFRASTRUCTURE

### Goal 1

**A New Central Library Building**

**Rationale**

The current central library no longer meets contemporary standards and is inadequate for both current and future use – especially in the context of a growing and ageing population. To better inform the planning processes for a new library (including the eventual development of a master planning document) it will be crucial for the library to develop a visioning brief and gather and develop functional and other data for the design brief.

### Strategy IF1.1

**Innovative library design research and assessment**

### Strategy IF1.2

**Service based benchmark assessment of new library floor space requirements**

### Strategy IF1.3

**A new library design brief and visioning document to inform future concept design / master planning**

### Strategy IF1.4

**Funding options and business case**

<table>
<thead>
<tr>
<th>#</th>
<th>Actions</th>
<th>Timeframe</th>
<th>Resource Implications</th>
<th>Expected Outcomes</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>IF1.1.1</td>
<td>Contemporary library research and review (including site visits to new or contemporary public libraries)</td>
<td>Oct 2012 to Sep 2013</td>
<td>Staff time $4,000 (est.) travel costs for site visits</td>
<td><strong>Assessment and documentation of the strengths, challenges and innovative design features of a range of new public library buildings (including those which have incorporated shared service or facility arrangements)</strong></td>
<td>Library Manager</td>
</tr>
<tr>
<td>IF1.2.1</td>
<td>Benchmark floor space requirements using People Places guidelines and assessment tools</td>
<td>Aug 2012</td>
<td>Staff time</td>
<td><strong>Service-based floor space calculations for each functional area (based on People Places guidelines)</strong></td>
<td>Library Manager</td>
</tr>
<tr>
<td>IF1.3.1</td>
<td>Develop design brief functional data documents for each proposed functional area – including service based floor space calculations (see Appendix 3 - functional data template example)</td>
<td>Sep 2012 to Dec 2012</td>
<td>Staff time</td>
<td><strong>A basic design brief containing detailed functional information</strong></td>
<td>Library Manager</td>
</tr>
<tr>
<td>IF1.3.2</td>
<td>Develop a Visioning Brief document for a new library</td>
<td>Jan 2013 to Mar 2013</td>
<td>Staff time</td>
<td>A scoping document that considers current and future users for use in concept and master planning</td>
<td>Library Manager</td>
</tr>
</tbody>
</table>
| IF1.4.1 | Develop funding options to inform the development of a new Coffs Harbour Central Library business case document | Jan 2013 to Jun 2013 | Staff time | Including:  
- Regional Infrastructure Funding  
- State Government Funding – Library Development Grants/Country Libraries Fund  
- Community rates levy (Example – Gosford City Council specifically for a new central library)  
- Council funding (rates, loans, S94) | Director / Library Manager |
2. SERVICE DELIVERY

<table>
<thead>
<tr>
<th>AREA OF FOCUS</th>
<th>SD</th>
<th>SERVICE DELIVERY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>SD</td>
<td>Cohesive and collaborative teams</td>
</tr>
</tbody>
</table>

**Rationale**

In order to achieve its strategies it is imperative that the library continues to build cohesive and collaborative team processes, and inter-team relationships that underpin and optimise service delivery, planning and decision-making. Building and maintaining a collaborative work culture, a sense of shared goals and values, and good morale are essential to moving the library forward and in preparing for a new central library.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>SD1.1</th>
<th>A collaborative work culture and work practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy</td>
<td>SD1.2</td>
<td>Clear, agreed and prioritised channels of communication</td>
</tr>
<tr>
<td>Strategy</td>
<td>SD1.3</td>
<td>Innovative team practice – developing a best practice teamwork model</td>
</tr>
</tbody>
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<tr>
<th>#</th>
<th>Actions</th>
<th>Timeframe</th>
<th>Resource Implications</th>
<th>Expected Outcomes</th>
<th>Responsibility</th>
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</thead>
</table>
| SD1.1.1 | Establish formal terms of collaboration for the library teams  
[To be completed in tandem with SD1.2] | Aug 2012 to Oct 2012 | Staff time | Agreed and documented cross-team collaborative practices that will inform the way teams and team leaders will work together in planning and delivering services, programs and events; developing policies and systems, decision making and negotiating. | Library Manager / Team Leaders |
| SD1.1.2 | Develop an agreed Library Team Charter\(^{32}\) which documents the team values, ground rules, meeting parameters; | Aug 2012 to Oct 2012 | Staff time | - An agreed set of staff values and ground rules  
- Documented meeting parameters (practice and guidelines) – | Library Manager / Team Leaders |

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\(^{32}\) A team charter contains ‘ground rule’ statements of values and guidelines, which a group establishes consciously to help individual members to decide how to act. To be effective, ground rules must be clear, consistent, agreed-to, and followed. Where articulated ground rules are missing, natural behaviour patterns often emerge spontaneously. These are referred to as norms. Team ground rules define a behavioural model, which addresses how individuals treat each other, communicate, participate, cooperate, support each other, and coordinate joint activity. They may be used to define and standardise team procedure, use of time, work assignments, meeting logistics, preparation, minutes, discussion, creativity, reporting, respect and courtesy. A team should create and adopt written ground rules during the first few organising sessions. The rules should be consulted and enforced through reminders and team process checks. They should be added to and revised as needed.
| SD1.1.3 | All individual team meeting agendas include cross-team updates and feedback mechanisms | From Aug 2012 (ongoing) | Staff time | - Formalised cross-team feedback and update mechanism;  
- A formal distributed record (minutes) of team feedback and Updates | Team Leaders |

| SD1.1.4 | All major projects have cross-team involvement | From Aug 2012 (ongoing) | Staff time | - Growth in cross team cooperation and collaboration  
- Improved decision making  
- Better understanding of resource needs – especially staffing | Library Manager / Team Leaders |

<p>| SD1.1.5 | Scope and undertake team based training (formal and informal) e.g. team building; innovative thinking; decision making; negotiation; dealing with difficult people | Aug 2012 to Jun 2013 | Staff time $5,000 (est.) training course(s) costs | A needs based and team focused training plan | Library Manager / Team Leaders |</p>
<table>
<thead>
<tr>
<th>SD1.2.1</th>
<th>Develop a library team communication plan</th>
<th>Aug 2012 to Oct 2012</th>
<th>Staff time</th>
<th>Clear communication protocols based on a schedule of agreed priorities i.e. how we will communicate with each other; feedback mechanisms; timing and frequency; responsibilities and accountabilities; performance indicators and measures</th>
<th>Library Manager / Team Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>SD1.3.1</td>
<td>Research and evaluate other teamwork models</td>
<td>Aug 2012 to Dec 2012</td>
<td>Staff time Travel costs if site visits are required.</td>
<td>To adopt best practice teamwork models</td>
<td>Library Manager</td>
</tr>
</tbody>
</table>

### AREA OF FOCUS | SD | SERVICE DELIVERY
---|---|-------------------
**Goal 2** | SD | Quality, relevant, outcomes based services, programs and events

**Rationale**
This goal focuses on identifying what the library is trying to achieve and importantly what it has the resources to achieve i.e. the objectives and outcomes for each of its services and in particular its programs and events. This includes alignment to the goals of Council’s 2030 plan; being responsive to identified community needs / challenges; community engagement; monitoring community demographics and forecasts to better plan services and programs etc.; monitoring and evaluating services, programs and events. Importantly, a project based planning approach is required to ensure better understanding of objectives, outcomes, resource / budget requirements; risk assessment etc. – a focus on quality rather than quantity.

**Strategy**

| Strategy | SD2.1 | Review current programs and events practice |
| Strategy | SD2.2 | Strategic, thematic and aligned approach to community programming and events |
| Strategy | SD 2.3 | Service, programs and events monitoring and evaluation |

### The main components of a communication plan are the:
- Communication objectives – what and why are you communicating?
- Target audience – who do you want to communicate to?
- Communication tools – what method of communication is most appropriate for your target audience?
- Timing and frequency – when and how often to communicate
- Responsibilities – who is going to communicate?
- Communication quality – key concepts for excellent communication for monitoring and measurement purposes
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<th>Expected Outcomes</th>
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</thead>
</table>
| SD2.1.1 | Review current programming (programs, activities and events) against Council’s community goals and strategies | Aug 2012 to Oct 2012 | Staff time                      | - Identified alignment opportunities  
- Identification of non-aligned programming | Library Manager / Team Leader, Info & Outreach |
| SD2.1.2 | Research and evaluate the services and programming of other libraries i.e. looking for new innovations and adaptable ideas; to gain insight into programming outcomes; resourcing initiatives etc. | Aug 2012 to Dec 2012 (ongoing) | Staff time Travel costs if site visits are required. | More informed, planned and innovative programming | Library Manager / Team Leaders |
| SD2.2.1 | Develop strategic themes and associated program strategies based on alignment to Council goals (see SD2.1.1); other identified needs; and industry research (see Action SD2.1.2)– including the expected outcomes (see Appendix 6 strategic thematic programming example) | Aug 2012 to Oct 2012 | Staff time                      | - More informed, planned and innovative programming  
- Alignment with Council strategies | Library Manager / Team Leader, Info & Outreach |
| SD2.3.1 | Project plan all programs and events (existing and proposed), (example project template – attachment 5B) | Aug 2012 – (ongoing) | Staff time                      | Fully scoped programming, including objectives, outcomes, resourcing, risk assessment etc. for current and any proposed programming | Library Manager / Team Leaders / Event & Program Coordinators |
| SD2.4.1 | Develop service, program and event monitoring and evaluation methodologies | Aug 2012 to Oct 2012 | Staff time                      | Feedback on the efficacy, value etc. of each service, program or event | Library Manager / Team Leaders |
3. INFORMATION TECHNOLOGY

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<th>IT INFORMATION TECHNOLOGY</th>
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<tbody>
<tr>
<td>Goal 1</td>
<td>Customer focused information technology and support services</td>
</tr>
</tbody>
</table>

**Rationale**

Libraries have been at the forefront of public technology access for well over a decade. However the exponential growth in technology innovations e.g. mobile access and web-based services is creating a higher expectation of access and service by the community and staff. The information technology goals, strategies and actions are designed to better define service parameters; and to enable continuous improvement of services. Importantly they place an emphasis on planning and collaborating with Council’s Information technology section.

**Strategy**

- **IT1.1** Information technology research and evaluation
- **IT1.2** Digital service delivery model strategy / plan
- **IT1.3** Local digital content creation and publishing
- **IT1.4** An information technology plan, including marketing strategy
- **IT1.5** Information technology training and awareness

<table>
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<tr>
<th>#</th>
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<th>Timeframe</th>
<th>Resource Implications</th>
<th>Expected Outcomes</th>
<th>Responsibility</th>
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</thead>
</table>
| IT1.1.1 | Set up an Information Technology Project Team to:  
  a. Research and report on new technologies, innovative software and web based service solutions; and to  
  b. Assess and report public access needs | Aug 2012 to Sep 2012 | Staff time                                                                            | - Broaden staff knowledge of information technology  
  - Proactive evaluation of innovative technology and e-services i.e. to assess capability and application to local service delivery | Team Leader, Resources & Support |

| IT1.2.1 | Develop a digital service delivery strategy / model | Oct 2012 to Feb 2013 | Staff time*  
  *New Library IT Project Team to be included. | Including (but not limited to):  
  - Service delivery scoping  
  - Service delivery methodology i.e. internal and external delivery  
  - Training / skill development (staff and customers)  
  - Resourcing  
  - Policy implications | Library Manager / Team Leaders |
| IT1.3.1 | Undertake the development of a library information technology strategy (plan) in partnership with Council’s IT department (staff and customer focused). | Mar 2013 to Jun 2013 | Staff time* | - Performance indicators and measures  
- Copyright management  
- Income strategy (value added services)  
- Reference to the NBN | Team Leader, Resources & Support / E-Services Coord. |
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<tbody>
<tr>
<td>IT1.4.1</td>
<td>Investigate and develop library digital publishing (e-publishing) and collection options (for inclusion in the library’s digital service delivery strategy – see Action IT1.2.1 above)</td>
<td>Jul 2013 to Dec 2013</td>
<td>Staff time*</td>
<td>A needs assessment of library e-publishing options e.g. creation of a multimedia local studies database; e-publishing of local family histories etc.</td>
<td>Team Leader, Resources &amp; Support / E-Services Coord.</td>
</tr>
</tbody>
</table>
| IT1.5.1 | Scope and develop a staff and community training / skills development program and support material | Jul 2013 to Aug 2013, Review/update every 12 mths | Staff time* | Includes (but not limited to):  
- Information literacy training (growing the information literacy skills of staff and the community)  
- Documentation e.g. web resource bookmarking of online support information, such as video clips, podcasts; and printed technology support information | Library Manager / Team Leaders |
## 4. LIBRARY COLLECTIONS

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<tr>
<th>AREA OF FOCUS</th>
<th>LC</th>
<th>LIBRARY COLLECTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td></td>
<td>Maintain balanced, well organised and current collections that meet and reflect the needs of customers and the community</td>
</tr>
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</table>

### Rationale
Current library collection funding is inadequate and doesn’t meet current state or national per capita expenditure standards, especially when compared to similar sized libraries / local governments. The funding shortfall impacts in several ways, including an ageing collection (making it difficult to keep informational material current and relevant); inability to expand or further develop collections; or to easily add new formats such as e-books. The library also needs to have a regularly reviewed collection management policy to ensure that there are clear collection development guidelines in place; that collection performance is monitored and evaluated; and that collection expenditure provides best value to Council and the community.

### Strategy

<table>
<thead>
<tr>
<th>Strategy</th>
<th>LC1.1</th>
<th>Increase collection funding (to meet state / national per capita expenditure standards), via:</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>- Council funding (incremental phase up)</td>
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<td></td>
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<td>- Grant funding</td>
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<td></td>
<td></td>
<td>- Donations (promoting the library’s DGR status)</td>
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<td>- Sponsored collections</td>
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<thead>
<tr>
<th>Strategy</th>
<th>LC1.2</th>
<th>Collection management policy and guidelines, that incorporate:</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>- Collection development guidelines / policy</td>
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<td>- Collection profiling (this includes collection management criteria)</td>
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<td>- Spydus system reporting i.e. scoped; methodology; and responsibilities</td>
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### Actions

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<th>Actions</th>
<th>Timeframe</th>
<th>Resource Implications</th>
<th>Expected Outcomes</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td>LC1.1.1</td>
<td>Review current ‘book vote’ expenditure levels (with reference to current NSW/Australian per capita expenditure standards)</td>
<td>Aug 2012 to Sep 2012</td>
<td>Staff time</td>
<td>- Expenditure gap analysis</td>
<td>Library Manager</td>
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<td></td>
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<td></td>
<td>- Four (4) financial year expenditure phase up benchmarks (financial planning / budgeting document)</td>
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<td>LC1.1.2</td>
<td>Develop grant based collection development projects i.e. via the State Government’s Library Development Grants program and Country Libraries Fund</td>
<td>Sep 2012 to Oct 2012</td>
<td>Staff time</td>
<td>- Grant funding</td>
<td>Library Manager / Team Leaders</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Developing new collections</td>
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<td>- Opportunities for expanding the breadth and depth of the library’s collections</td>
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<tr>
<td>LC1.1.3</td>
<td>Explore focused donation campaigns i.e. project based</td>
<td>Jan 2013 to Jun 2013</td>
<td>Staff time</td>
<td>Encouragement of community donations for specific purposes e.g. the</td>
<td>Library Manager / Team Leaders</td>
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<tr>
<td><strong>LC1.1.4</strong> Establish library sponsorship guidelines</td>
<td>July 2013 to Sep 2013</td>
<td>Staff time</td>
<td>Guidelines established and promoted (aligned with Council policy)</td>
<td></td>
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<tr>
<td>LC1.2.1 Review and update the current collection development policy (also evaluate its effectiveness to date; and usage)</td>
<td>Aug 2012 to Dec 2012</td>
<td>Staff time</td>
<td>An updated and contemporary collection development policy</td>
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<tr>
<td>LC1.2.2 Develop collection profiles for each collection (See Appendix 7 Collection Profiling Template example)</td>
<td>Aug 2012 to Dec 2012</td>
<td>Staff time</td>
<td>Detailed information on each component of the library’s collection including: - Collection scope - Target group (audience) - Selection criteria - Format - Responsibility - Management e.g. retain, replace, relocate, repair, remove criteria - Consultation group(s) - Marketing strategy</td>
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<tr>
<td>LC1.2.3 Collection analysis using Spydus</td>
<td>Oct 2012 – (ongoing)</td>
<td>Staff time</td>
<td>Advanced Spydus reporting training for staff, est. $1,500. - Review of key Spydus collection analysis reports including for example, age of stock reports (by collection or collection component); turnover reports (what’s moving and what’s not, by collection) - Allocation of responsibilities for analysing and using Spydus reports to manage collections - Key collection performance indicators and measures</td>
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5. PARTNERSHIPS AND COLLABORATIONS

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<thead>
<tr>
<th>AREA OF FOCUS</th>
<th>PC</th>
<th>PARTNERSHIPS AND COLLABORATIONS</th>
</tr>
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<tbody>
<tr>
<td>Goal 1</td>
<td>PC</td>
<td>Collaborative partnerships that benefit the library service, its customers, Council and the community</td>
</tr>
<tr>
<td>Rationale</td>
<td>PC1.1</td>
<td>Working collaboratively or in partnership with other Council services, community organisations, local business and volunteers has the potential to benefit the library and its customers.</td>
</tr>
<tr>
<td>Strategy</td>
<td>PC1.2</td>
<td>Establishment of partnership and collaboration guidelines</td>
</tr>
<tr>
<td>Strategy</td>
<td>PC1.3</td>
<td>Establishment of sponsorship guidelines or policy</td>
</tr>
<tr>
<td>Strategy</td>
<td>PC1.4</td>
<td>Optimised use and support of volunteers</td>
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<th>#</th>
<th>Actions</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td>PC1.1</td>
<td>Research and evaluate potential shared services / shared facility arrangements (for the new Coffs Harbour Central Library) – this includes: - Desktop research - Site visits - Consultation and discussion with potential partners</td>
<td>Sep 2012 to Sep 2013</td>
<td>Staff time Site visit costs: $2,000 to $5,000, depending on locations/staff required</td>
<td>- Strengths, opportunities and challenges analysis of existing shared service / facility sites - Obtain example shared service / facility MOUs; and SLAs - Determine potential Council service co-locations options - Determine potential commercial co-location options</td>
<td>Library Manager</td>
</tr>
<tr>
<td>PC1.2.1</td>
<td>Develop and promote general partnership and collaboration guidelines</td>
<td>Jul 2013 to Dec 2013</td>
<td>Staff time</td>
<td>Partnership and collaboration guidelines aligned with the library’s sponsorship guidelines (see LC1.1.4); &amp; pertinent NSW public library standards in Living, Learning Libraries34</td>
<td>Library Manager / Team Leaders</td>
</tr>
<tr>
<td>PC1.3.1</td>
<td>Develop and promote sponsorship guidelines (See Appendix 8 – library sponsorship policy example)</td>
<td>July 2013 to Sep 2013</td>
<td>Staff time</td>
<td>Library sponsorship guidelines – see Action LC1.1.4 above.</td>
<td>Library Manager / Team Leader, Info &amp; Outreach</td>
</tr>
</tbody>
</table>

| PC1.4.1 | Evaluate potential volunteer support for targeted services, programs and activities e.g. youth volunteers to assist with the library’s social networking presence | Jan 2013 to Mar 2013 | Staff time | - *Enhanced capacity to engage and support nominated target groups e.g. youth and the aged*  
- *Short term use of volunteers for particular support and services e.g. on particular projects*  
- *Utilisation of volunteer knowledge, expertise and experience*  
- *e.g. assisting customers with the use of technology, web services, social networking etc.* | Library Manager / Team Leaders |
6. MARKETING

<table>
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<tr>
<th>AREA OF FOCUS</th>
<th>MK</th>
<th>MARKETING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td></td>
<td>Targeted marketing strategies</td>
</tr>
<tr>
<td>Rationale</td>
<td></td>
<td>Community and staff feedback indicates the need to better communicate the breadth and depth of the library’s service, collections and programming to its customers and the community. In the public library sector the development of marketing plans is becoming more commonplace, with many libraries choosing to develop marketing strategies for particular target groups such as youth, rather than a whole of service marketing plan. Marketing plans give libraries the opportunity to analyse their current situation and to identify any service and programming gaps. Marketing plans also drive a higher level of resourcing analysis i.e. financial and human resources needs / costs; and the development of communication and promotional tactics (engagement strategies). The target groupings proposed in this strategy resonate with Council plans and community demographics (current and forecast).</td>
</tr>
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| Strategy | MK1.1 | Staff marketing training |
| Strategy | MK1.2 | Situational analysis |
| Strategy | MK1.3 | Develop and adopt targeted marketing strategies (the marketing plan) |

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<tbody>
<tr>
<td>MK1.1.1</td>
<td>Train key staff in marketing planning</td>
<td>Jan 2013 to Jun 2013</td>
<td>Staff time</td>
<td>Training course costs: $2,000 (est.)</td>
<td>The necessary skills and knowledge required to develop and deliver the library’s marketing strategies (as outlined below)</td>
</tr>
<tr>
<td>MK1.2.1</td>
<td>Utilise key data sources to determine service and programming gaps by target group, including (but not limited to): - Community profile and forecasts - 2012 Library Community Survey results and analysis - Council’s 2030 plan and Switched on Coffs - Spydus system reporting i.e. usage by target group; collection usage by type - Library industry research</td>
<td>Jul 2013 to Sep 2013</td>
<td>Staff time</td>
<td>A clear and documented understanding of: - The library’s current service delivery status to each target group, including service gaps; under serviced target groups etc. - Community demographic trend data for consideration in future service design, delivery and development of marketing strategies - Community and other key</td>
<td>Library Manager / Team Leader, Info &amp; Outreach</td>
</tr>
<tr>
<td>MK1.3.1</td>
<td>Develop marketing strategies including communication planning, library branding and promotional tactics for each of the following priority target groups (with reference to any identified important sub-groups): - Youth - Seniors (the ageing) - Multicultural - Indigenous</td>
<td>Oct 2013 to Dec 2013</td>
<td>Staff time</td>
<td>Prioritised marketing plans for each nominated target group, including (in summary): - A situation analysis summary (including gap analysis) - A market summary (about the nominated target group, trends in this market etc.) - Target markets (statistics; targeted elements) - Demographic analysis and trends - Needs and demands analysis - Challenges (the challenges to be addressed by the marketing strategy) - Marketing strategies, tactics and communication plan</td>
<td>Library Manager / Team Leader, Info &amp; Outreach</td>
</tr>
</tbody>
</table>

Note: a public library marketing plan example can be downloaded from [http://www.rhcs.com.au/?page_id=63](http://www.rhcs.com.au/?page_id=63)
## SECTION 3 – APPENDICES

++ Attached separately ++

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<td>Functional Room Data Sheet Template Example</td>
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<td>Team Charter Example</td>
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<td>Appendix 5A</td>
<td>Service Review and Development Project Brief Template</td>
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<tr>
<td>Appendix 5B</td>
<td>Programs and Events Project Brief Template</td>
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<td>Appendix 6</td>
<td>Strategic Thematic Programming Example</td>
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<td>Appendix 7</td>
<td>Collection Profiling Template Example</td>
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<td>Appendix 8</td>
<td>Sponsorship Policy Example</td>
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