monash public library service strategy

2015-2018
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"The Library is the temple of learning, and has liberated more people than all the wars in history."

- Carl T Rowan
Introduction

Monash City Council has developed a library services strategy intended to set a vision and guide Council’s involvement and investment in public library services over the coming three years.

In developing this plan the library service conducted background research and consulted with the local community including library users and non-users and internal stakeholders. The purpose of the research and consultation was to:

- Assess the community and its needs in regard to their participation in and expectation of library services
- Seek community feedback that will assist in the future planning of library programs, collections, spaces and services over the next three years
- Bring together available demographic research regarding the Monash community and consider its relevance to library development in the local government context
- Identify key themes and directions for the strategy to guide the library team in their work and link with other Council plans and policies
- Assist with the library’s planning process.
What are Libraries?

The *Victorian Public Libraries 2030: Strategic Framework* published by State Library of Victoria (SLV) in 2013 stated that “Public libraries are the community’s local source of communal information, content and literacies, and they can continue to play a significant role within their communities into the future”.

Public libraries provide access to information and ideas, support 21st century literacies and lifelong learning, facilitate creativity and intellectual growth, and provide community space and connectivity through leisure and recreation.

Council Context

Council is an important stakeholder in the cultural life of the community. The library service strategy is a key strategic plan of the Community Development and Services Division of Council and is closely aligned to other key strategic plans of Council.

Links to Council Plans and Strategies:

**Monash 2021**

*Monash 2021* is a plan that outlines Council’s vision and priorities intended to deliver long term community strength and benefits. It was developed in 2010 through wide community consultation.

The vision established for Monash is: “A thriving community now and in the future”.

*Monash 2021* recognises the important role of libraries in the community, setting the following priorities:

- “Provide accessible services and library collections to our diverse community that foster lifelong learning, encourage enjoyment and enhance wellbeing” and

- “Promote libraries as dynamic portals where the community can connect to the wider world through electronic access and resources”.
**Council Plan 2013 - 2017**

The Council Plan, which sets the direction for the four years to 2017, also recognises the important role of libraries in the life of the community with the following strategies:

1.4.4: Continue to develop our library service and the Monash Gallery of Art

3.1.3: Promote Monash as a diverse and harmonious City.

**Other Council Strategies**

Other Council plans and strategies recognise the library’s role and capacity to support lifelong learning and community engagement:

- The Multicultural Action Plan within the Access and Equity Framework, highlights the role of libraries in engaging with culturally and linguistically diverse (CALD) communities and supporting English language learning
- The Indigenous Framework and Action Plan highlights the library’s role in the provision of resources that promote and celebrate indigenous culture
- Monash Arts and Culture Strategy Plan articulates the important role of libraries as cultural institutions, community hubs and learning institutions
- Age Friendly Monash 2015-2019 promotes Monash Public Library Service as a hub for social opportunities, lifelong learning and information
- Monash Youth Plan 2013-16 identifies the library’s role in supporting educational outcomes for young people and in enhancing Youth volunteer opportunities.
Monash Community

The City of Monash is a culturally diverse community in Melbourne’s south-east suburbs.

We are home to 182,485 residents, making us one of the most populous municipalities in Victoria. We are located 20km south east of the CBD in one of Melbourne’s growth population corridors.

Our City is 81.5 square kilometres and includes the following suburbs: Ashwood, Clayton, Glen Waverley, Hughesdale, Huntingdale, Mount Waverley, Mulgrave, Notting Hill, Oakleigh, Oakleigh East, and Wheelers Hill. Parts of Chadstone, Burwood and Oakleigh South are also included in Monash.

Key facts about Monash

- 45% of our residents were born overseas, having come from more than 45 different countries
- Monash residents are generally highly skilled and well-educated. Thirty percent of Monash residents aged over 15 have a bachelor university degree or higher qualification (compared with 23% of the Greater Melbourne population)
- The median age of Monash residents is 38 years old, a little older than Greater Melbourne (36 years). We have a significantly higher proportion of residents aged older than 64 years (17.2%) compared with Greater Melbourne (13.1%).
The City of Monash and its People

A large population
- One of Melbourne’s most populous municipalities
- 182,485 residents
- Slowing population growth
- Increasing older population

A culturally diverse community
- Highly culturally diverse
- 39% come from non-English speaking countries
- Large numbers from Asia including China, India and Sri Lanka

A comparatively advantaged community
- SEIFA score: 1044.9
- Overall, a comparatively well to do community
- There are pockets of disadvantage
- Home ownership levels are high
- 17% of people volunteer
- 88% of households own at least one car so people are mobile
- 54% of households own 2 or more vehicles
The population will increase from 178,000 in 2011 to about 207,000 by 2036.

There will be growth in all age groups but particularly in the 85+ age group.

Forecasts predict that Monash will continue to be one of the most culturally diverse municipalities in Melbourne.

With predicted growth in various age groups and continuing cultural diversity Council should be mindful of the different needs and expectations of our community in regard to the delivery of library services. Providing access to information, the development of twenty first century literacy skills, and supporting social connections for all groups within Monash, are important factors for Council to consider in understanding the needs of its community.
Monash Public Library Service

Monash Public Library Service (MPLS) commenced operations in 1994 with the amalgamation of the former Cities of Oakleigh and Waverley. The Library Service has:

- Six library branches; Clayton, Glen Waverley, Mount Waverley, Mulgrave, Oakleigh and Wheelers Hill which are open a total of 323 hours per week
- MPLS supports two historical societies by providing facilities and staff assistance at the Oakleigh Federation Centre and at the Mount Waverley Library
- A Home Library Service for people who cannot access the library
- Specialist collections in 19 languages, and
- A Web site at www.monlib.vic.gov.au which provides around the clock access to our online catalogue and databases.

In 2014/15 Monash Public Library Service:

- issued 1,965,982 loans and online transactions, including 197,849 CALD loans
- had 1,018,090 customer visits
- purchased 52,179 new library resources
- hosted 261,604 public PC and Wifi sessions,
- answered 85,691 reference enquiries, and
- held 1,946 programs or activities with 68,500 attendees.

The library is highly valued by the community. Each year the Department of Transport, Planning and Local Infrastructure (DTPLI) coordinates a Community Satisfaction Survey for Local Governments to measure how Victorian residents’ rate the performance of their Local Government. Libraries and Culture has consistently scored highly in this survey, with a score of 75 in 2015.
Our Vision

Inspiring strong, vibrant, connected communities:

We seek to understand the current and future needs of the diverse Monash community and provide library services, facilities and programs that support life-long learning and will assist residents and visitors to live healthy and more fulfilling lives as well as feel connected to the community.

What We Value

- Our diverse community
- Innovation and excellence
- A collaborative approach
- Leadership with integrity
- Literacy and lifelong learning
- Our staff team

How We Do It

- provide access to a range of relevant resources that meet the needs of the community
- develop and maintain quality infrastructure
- professional and well-trained staff to meet operational requirements, and
- maintain a responsible, balanced budget program.

What We Do

We provide a dynamic and responsive public library service through:

- our network of six libraries, community service points and interactive web presence
- professional staff who facilitate access to the rich array of human knowledge and expression
- the connection of individuals to local and global communities, and
- an engaging range of activities for all ages that reflect our identity and celebrate our diverse community.
Peak Bodies

Monash Public Library Service is a member of Public Libraries Victoria Network (PLVN) the peak body representing Victorian Public Libraries. PLVN provides a forum for discussion of library issues; promotes collaboration between public libraries and is a focus for strategic relationships with the following organisations:

- Australian Library and information Association
- Councils and Regional Library Corporation Boards
- Municipal Association of Victoria
- Local Government Victoria – Department of Transport, Planning & Local Infrastructure
- Library Board of Victoria
- State Library of Victoria (SLV)
- National Library of Australia

The Library is an institutional member of the Australian Library and Information Association (ALIA). ALIA is the professional organisation for the Australian library and information services sector that seeks to empower the profession in the development, promotion and delivery of quality library and information services to the nation, through leadership, advocacy and mutual support.
Section Two: Methodology

The methodology used in the development of this strategy involved the following five elements:

- **A review of Council policies and plans**
- **Benchmarking** – comparative information about other Victorian public library services
- **Community survey** – the survey sought to identify community views on potential improvements for the library’s collections, spaces, programs and technology. A second component of the survey sought community input on how the library could support the provision of online technologies in line with eSmart principles
- **Library staff planning day** – attended by library staff, this day provided permanent and casual staff the opportunity to contribute ideas to the strategy and respond to the outcomes of the community survey
- **Council staff workshop** – attended by 24 staff from across council, this workshop provided an opportunity for staff to contribute ideas to the strategy and, in particular, to identify opportunities for collaboration with our internal customers.

External / industry literature consulted included:

- **Victorian Public Libraries: Our Future, Our Skills.** Melbourne, Vic.: SLV 2014
- **Public Libraries 2030: Strategic Framework.** Melbourne, Vic.: SLV 2013
- **Dollars, sense and public libraries: the landmark study of socio-economic value of Victorian public libraries.** Melbourne, Vic.: State Library of Victoria, 2011, and
Summary of Consultation

As part of our community consultation the library participated in the Regional Libraries Syndicate Community Survey 2015 undertaken by Nexus Research Pty Ltd on behalf of a syndicate of seven library services. This survey was designed to track the resident population’s usage, perceptions and satisfaction with their public library services and compare these with results for the total syndicate. 300 people (14 years or older) per library service were surveyed.

Libraries participating in the survey were:

Eastern Region, Whitehorse Manningham, Yarra Plenty, Casey-Cardinia, Goldfields, City of Melbourne and City of Monash.

Monash equal highest active Library Usage

50% of respondents across the entire survey indicated they had used the local library within the last 12 months. City of Monash and City of Melbourne had equal highest figures with 54% of respondents reported active use within the last 12 months. The survey authors estimated 98,000 public library users in the last 12 months in the City of Monash.

Age Demographics

Survey results indicate younger respondents aged 14-29 years accounted for 27% of public library users in the City of Monash, those aged 30-54 years 40% and those aged 55 years or older 33% of library users.

Library importance

93% of Monash respondents scored provision of a comprehensive library service as 6 or higher on a scale from 1 “Not at All Important” to 10 “Extremely Important.

Assistance with lifestyle

53% of Monash respondents indicated the library helped them to relax, 42% indicated the library was a recreational outlet for them, 27% used it for study, information or research and 25% said the library helped them engage with the community.

Activities in the library

When asked what activities they had undertaken at the libraries 65% of Monash respondents nominated borrowing books, 25% came with children, 24% borrowed CDs or DVDs and 22% listed using the library’s Wi-Fi service. 22% of Monash respondents had used the library’s Wi-Fi service, compared to 17% for the entire survey.
Users’ Satisfaction with Library Services

Respondents who had visited a public library branch within the last year were asked how satisfied they were with the overall service provided at their library using a scale from 1 to 10 where 1 represented “Not at all Satisfied” to 10 representing “Very Satisfied”. 48% of respondents across the total syndicate rated a score of 10 or 9 and a further 48% a score of 8 to 6, indicating that 96% consider they are satisfied with the overall service. In the City of Monash 44% of respondents rated a score of 10 or 9 and a further 52% a score of 8 to 6 indicating that 96% consider they are satisfied with the overall service provided.

For both the total syndicate and within the City of Monash the range & quality of eBooks and ease of downloading eBooks generated the lowest performance scores. For the total syndicate less than 50% of respondents were satisfied with these areas and more than 40% were uncertain. Within the City of Monash more than 55% of respondents were satisfied with these areas and less than 38% were uncertain.

Services rated as ‘Strengths’ for Monash were: staff courtesy, staff knowledge, lending services, presentation of library buildings, library catalogue, opening hours, ease of locating book/info, library website, range/quality of books for adults, and reference/info services.

Possible Improvements for Monash Public Library Service

Thinking generally about their public library branch, respondents who had used the library in the last year were asked to suggest one improvement to their library, 32% did not make a suggestion and the following were the most mentioned:

- **Books** – wider range, more copies, newer releases (11%)
- **More/better parking** (10%)
- **Improve ambience** – bigger, better, quieter (6%)
- **Longer opening hours** (6%)
- **Improve facilities** – seating, toilets lighting, signs, air-conditioning (5%)
- **DVDs/CDs** – more, updated, in better condition (4%)
- **For children** – more activities, books, area (3%)
- **Bigger/Better premises** (3%).

![Possible Improvements for Monash Public Library Service](image-url)
Online Survey

In March and April of 2015, the Monash community was invited to share their ideas for the new library strategy by completing an online survey. The survey was available via the Library and Council websites and through hardcopies in the libraries. There were 409 responses from a diverse range of residents and visitors. Among the respondents:

- 67% of respondents were female and 32% were male
- 59.2% of respondents were aged 25-65 years, 31.7% were over 65 years and 7.4% were aged 13 to 25
- 51% of respondents were born in Australia, with 48.4% born elsewhere
- 58.9% of respondents indicated they spoke English at home, with 41.1% speaking other languages. (A total of 44 community languages).

Respondents were asked how important five issues relating to library service were to them. The results of this strength based question are shown in the graph below. Support for “Lifelong learning” was the most highly rated response, followed by “Access to information” and “Literacy”.

How important are these issues to you?
Respondents were also asked would they like help from the library in each of these five areas and if so what kind of assistance. The two highest areas that the community requested help from the library were; “Access to information and knowledge” and “Lifelong learning”.

In the area of “Access to information and knowledge” 51% of the respondents indicated that they would like help from the library around provision of fiction and nonfiction titles, CALD community language material, assistance with devices, IT and Internet classes including safe use of technology and retirement and health information.

In the area of “Lifelong learning” 50.8% of the respondents indicated that they would like help from the library focusing on health information, computers and technology including new technologies, online learning and opportunities to improve English language skills.

37% would like library support for involvement in leisure activities (including craft, hobbies, books), 30% with help in connecting with others (including family history, book clubs and opportunities to meet with others with common interests) and 20% would like the library to help in improving literacy skills including English reading and writing skills and via conversations in English and languages other than English.

The survey provided a useful overview of community requirements from library services in Monash.

### Library Staff Forum

At the annual forum for all library staff conducted at Clayton Library on 17 April 2015 staff were asked to review five areas of improvement identified in the community survey and nominate current or potential aspects of service that should be either developed, continued or discontinued.

Areas of focus were:

- Technology
- Spaces
- Literacy
- Collections
- CALD services.

### Council Staff Workshop

In addition to community input, key staff across Council were invited to attend a workshop and contribute to development of the Strategy. Twenty-four staff from a diverse range of Council departments attended.

The key issues and opportunities identified were:

- Technology and innovation: libraries need to keep abreast of technological changes while ensuring quality traditional services are supported
- Infrastructure – Libraries need to be a cultural hub and have adaptive multifunctional facilities
- Marketing and promotion of the library brand across Council essential
- Partnerships and Collaboration with other areas in Council to be enhanced.
Implementation of this Plan

This Strategy will be implemented over a period of three years. In July of each year a progress report will be submitted to Council that identifies the status of the identified actions for the appropriate year, along with the actions for the coming year.

Four Key Themes have been developed that encapsulate the priority issues identified in the consultation sessions and support key Council strategic plans:

- Digital futures
- Libraries as community living rooms
- Lifelong learning and participation
- Building internal capability

Each of these themes has a number of high level goals that describe and elaborate on the aim of the themes. Each goal contains measurable actions that detail how the goal will be achieved.

It is intended that the Monash Public Library Service Strategy 2015-2018 will inform the development of the annual Library Services Business Plan and the individual work plans of all relevant staff. This strategy will also inform the Corporate Risk Management Plan, Business Continuity Plan and the Corporate Budget Process.
Section Three: Strategy

Vision for Libraries in Monash

Council’s vision is to inspire strong, vibrant, creative and connected communities.

We seek to understand the current and future needs of the diverse Monash community and provide services, facilities, programs and events that will assist residents to live healthy and more fulfilling lives as well as feel connected to their local community.

THEME 1: Digital Futures

Monash is a digital savvy community. Most homes have broadband access, smartphones are commonplace and use of social media is widespread, especially among younger residents. Staying at the forefront of this revolution is a major challenge for libraries and librarians. While books and other physical resources will remain important, libraries will play an essential role in supporting equitable access to digital knowledge. Programs that support community learning, provision of opportunities for technological creativity and staff who are comfortable in these spaces will be the new norm for libraries.

STRATEGIES:

- Develop a plan to establish Monash libraries as community leaders in digital literacy and digital learning
- Build digital equity within the community through the provision of activities that facilitate skill development amongst otherwise technologically isolated groups in the community
- Encourage digital creativity through the provision of opportunities for shared learning and skill development in the creative arts utilising technologies
THEME 2 : Libraries as Community Living Rooms

Libraries are community hubs – places where people meet, collaborate, socialise and create. Like family living rooms, the modern library caters for multiple generations: spaces for youth on their own devices, adults reading papers or magazines, older people at public computers, children at story-time and people of all ages in their creative endeavours. This shift in purpose is challenging for libraries designed originally as repositories of books and places to research and read. To thrive, libraries need to plan for maximum flexibility in space allocation ensuring spaces reflect the priorities of local users and potential users.

STRATEGIES:

- Review space allocation in each library and develop a progressive program of internal re-design to achieve greater flexibility, better reflect community interests and attract higher levels of participation
- Promote the role of the library as a gathering space for residents to pursue and share literary and creative interests and activities
- Investigate the feasibility of establishing the libraries as ‘Council Service Centres’ to better serve local communities and to strengthen the role of libraries as community focal points

THEME 3 : Lifelong Learning and Participation

Like other western countries, Australia is transitioning to a knowledge-based society. Concurrent economic, demographic and social changes are driving the need for new thinking about learning and education. No longer does education finish when young people leave school. It is a lifelong endeavour, whether for employment or personal growth. As Albert Einstein said, intellectual growth should only cease at death. Notwithstanding technological change, libraries provide critical infrastructure for this pursuit of knowledge. Despite our advanced economy, many Australians have low levels of literacy, residents from non-English speaking backgrounds are seeking access to language resources, older people are looking for ways to stay ‘brain-healthy’ and citizens of all ages are seeking creative learning opportunities. Supporting lifelong learning and participation is now a key role for public libraries.

STRATEGIES:

- Tailor resources and programs to meet the learning and literacy needs of communities
- Promote community interest in cultural diversity through the provision of opportunities for cultural groups to showcase their traditions and their creative skills
- Provide library services for new target markets, such as older workers, young unemployed, overseas students and microbusinesses
- Work with other Council services and community organisations to encourage socially isolated residents to visit libraries and take advantage of learning opportunities and opportunities to connect with others
- Encourage and support participation in library activities
THEME 4: Building Internal Capability

The role of libraries is changing, the spaces in libraries are changing – and library staff skills need to change and develop too. Today, libraries require staff with excellent research skills, a high level of technological and digital knowledge, the ability to lead and facilitate creative groups, and the skills to establish partnerships with commercial and community organisations. These skills can be developed by staff through formal and informal opportunities and self-directed learning. Lifelong learning is now as critical for library staff as it is for all in a world where the pace of change continues unabated. Over time, libraries need to ensure that the skills of staff are aligned with the needs of the community and the services being offered.

STRATEGIES:

- Participate in Council wide improvements to system/service delivery
- Seek opportunities to enhance productivity and strengthen service offerings through a comprehensive review of systems and processes
- Examine trends in library staffing profiles nationally and internationally and document future skill requirements
- Undertake an audit of staff skills and skill gaps and plan a comprehensive development program to build the capabilities needed to achieve the outcomes envisaged in this Plan
### Section Four: Action Plan Year 1 (2015-2016)

**THEME 1: Digital Futures**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action</th>
<th>Timeframe</th>
<th>Responsible</th>
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</thead>
<tbody>
<tr>
<td><strong>1.1</strong> Develop a plan to establish Monash libraries as community leaders in digital literacy and digital learning.</td>
<td>1.1.1 Review existing Literacy Plan and develop associated programs and activities in Year 2.</td>
<td>June 2016</td>
<td>CRS &amp; LLT</td>
</tr>
<tr>
<td></td>
<td>1.1.2 Benchmark digital literacy programs offered by other libraries and agencies.</td>
<td>June 2016</td>
<td>CRS, LTL &amp; CEY</td>
</tr>
<tr>
<td><strong>1.2</strong> Build digital equity within the community through the provision of activities that facilitate skill development amongst otherwise technologically isolated groups in the community.</td>
<td>1.2.1 Identify new groups in the community seeking development, identify key community leaders and initiate contact.</td>
<td>October 2015</td>
<td>DIL &amp; LTL</td>
</tr>
<tr>
<td></td>
<td>1.2.2 Identify existing resources to support skill development programs.</td>
<td>July 2015</td>
<td>CRS, DIL &amp; LTL</td>
</tr>
<tr>
<td></td>
<td>1.2.3 Continue program of workshops promoting digital literacy to identified groups.</td>
<td>Ongoing</td>
<td>CEY, LTL &amp; DIL</td>
</tr>
<tr>
<td><strong>1.3</strong> Encourage digital creativity through the provision of opportunities for shared learning and skill development in the creative arts utilising technologies.</td>
<td>1.3.1 Investigate opportunities to develop digital skills through various maker space technologies.</td>
<td>October 2015</td>
<td>CEA, CEY, LTL &amp; DIL</td>
</tr>
<tr>
<td></td>
<td>1.3.2 Ensure provision of relevant resources to support digital creativity programs.</td>
<td>July 2015</td>
<td>CRS, DIL &amp; LTL</td>
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<tr>
<td></td>
<td>1.3.3 Expand program of workshops promoting digital creativity.</td>
<td>Ongoing</td>
<td>CEY, LTL &amp; DIL</td>
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### THEME 2: Libraries as Community Living Rooms

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<th>Strategy</th>
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<th>Timeframe</th>
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<tr>
<td>2.1 Review space allocation in each library and develop a progressive program of internal re-design to achieve greater flexibility, better reflect community interests and attract higher levels of participation.</td>
<td>2.1.1 Conduct a general internal audit of library spaces at all branches and a detailed internal audit of Clayton and Glen Waverley branches to determine opportunities for redesign/reconfigure of floor spaces.</td>
<td>November 2015</td>
<td>CRS &amp; CLO</td>
</tr>
<tr>
<td>2.2 Promote the role of the library as a gathering space for residents to pursue and share literary and creative interests and activities.</td>
<td>2.2.1 Library to be present at key Council events/festivals.</td>
<td>Ongoing</td>
<td>LLT</td>
</tr>
<tr>
<td></td>
<td>2.2.2 Promote library services through the Oakleigh Strengthening Project Community Action Plan.</td>
<td>Ongoing</td>
<td>LLT</td>
</tr>
<tr>
<td>2.3 Investigate the feasibility of establishing the libraries as Council Service Centres to better serve local communities and to strengthen the role of libraries as community focal points.</td>
<td>2.3.1 Define the scope of Councils services that could be promoted within the libraries.</td>
<td>December 2015</td>
<td>MCIA</td>
</tr>
<tr>
<td></td>
<td>2.3.2 Investigate additional opportunities for Council community-based programs within library spaces.</td>
<td>Ongoing</td>
<td>MCIA CSR &amp; CLO</td>
</tr>
<tr>
<td></td>
<td>2.3.3 Investigate a Justice of the Peace service at one or two library service points on a monthly basis.</td>
<td>December 2015</td>
<td>CLO &amp; DIL</td>
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### THEME 3: Lifelong Learning and Participation

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<th>Timeframe</th>
<th>Responsible</th>
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<tbody>
<tr>
<td>3.1 Tailor resources and programs to meet the learning and literacy needs of communities.</td>
<td>3.1.1 Undertake a user and non-user survey.</td>
<td>Annually</td>
<td>MCIA</td>
</tr>
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<td></td>
<td>3.1.2 Investigate the possibility of a library advisory group representative of the diversity of the Monash community.</td>
<td>June 2016</td>
<td>MCIA</td>
</tr>
<tr>
<td></td>
<td>3.1.3 Develop library programs and activities to further support communities in Ashwood and Mulgrave. Consult key stakeholders in Ashwood and Mulgrave.</td>
<td>March 2016</td>
<td>CEA, CEY &amp; DIL</td>
</tr>
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<td></td>
<td>3.1.4 Undertake information sessions with Council staff to highlight available library services for the community.</td>
<td>Ongoing</td>
<td>LTL, DIL</td>
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<td></td>
<td>3.1.5 Investigate how we run storytimes to target specific groups (e.g. Dads/significant males, children with special needs).</td>
<td>May 2016</td>
<td>DIL &amp; CEY</td>
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<td></td>
<td>3.1.6 Instigate pilot program to provide free book and library membership to every baby born in Monash.</td>
<td>January to June 2016</td>
<td>LLT</td>
</tr>
<tr>
<td>3.2 Promote community interest in cultural diversity through the provision of opportunities for cultural groups to showcase their traditions and their creative skills.</td>
<td>3.2.1 Invite culturally diverse groups to participate in library events and programs to showcase cultural traditions and promote partnerships, including at story times, school holiday programs and seniors events.</td>
<td>Ongoing</td>
<td>LLT</td>
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### THEME 3: Lifelong Learning and Participation – continued

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<th>Strategy</th>
<th>Action</th>
<th>Timeframe</th>
<th>Responsible</th>
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<tbody>
<tr>
<td>3.3</td>
<td>Provide library services for new target markets, such as older workers, young unemployed, overseas students and microbusinesses.</td>
<td>3.3.1</td>
<td>LLT</td>
</tr>
<tr>
<td></td>
<td>3.3.1 Investigate partnerships with government agencies, the Eastern Innovation Business Centre and other agencies to run information sessions on services such as health, transport, employment and business to promote learning opportunities.</td>
<td>Ongoing</td>
<td></td>
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<td>3.4</td>
<td>Work with other Council services and community organisations to encourage socially isolated residents to visit libraries and take advantage of learning opportunities and opportunities to connect with others.</td>
<td>3.4.1</td>
<td>DIL &amp; PAL</td>
</tr>
<tr>
<td></td>
<td>3.4.1 Further develop partnerships with Council’s Multicultural Support Officer, Home and Community Care to develop programs whereby identified community groups can visit libraries.</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>3.5</td>
<td>Encourage and support participation in library activities.</td>
<td>3.5.1</td>
<td>CEA, MCIA &amp; CLO</td>
</tr>
<tr>
<td></td>
<td>3.5.1 Explore new ways to communicate with users and non-users in consultation with Council’s Communication Team.</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Strategy</td>
<td>Action</td>
<td>Timeframe</td>
<td>Responsible</td>
</tr>
<tr>
<td>----------</td>
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</tr>
<tr>
<td>4.1</td>
<td>Participate in Council wide improvements to system/service delivery.</td>
<td>June 2016</td>
<td>CLO &amp; CRS</td>
</tr>
<tr>
<td>4.2</td>
<td>Seek opportunities to enhance productivity and strengthen service offerings through a comprehensive review of systems and processes.</td>
<td>March 2016</td>
<td>LLT</td>
</tr>
<tr>
<td>4.3</td>
<td>Examine trends in library staffing profiles nationally and internationally and document future skills requirements.</td>
<td>Ongoing</td>
<td>CLO &amp; SDL</td>
</tr>
<tr>
<td>4.4</td>
<td>Examine trends in library staffing profiles nationally and internationally and document future skills requirements.</td>
<td>Ongoing</td>
<td>LLT</td>
</tr>
</tbody>
</table>

## THEME 4: Building Internal Capability

<table>
<thead>
<tr>
<th>Action</th>
<th>Timeframe</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1.1</td>
<td>Prepare for EDMS including integration of library and council email systems.</td>
<td>June 2016</td>
</tr>
<tr>
<td>4.2.1</td>
<td>Review library bibliographic team structures, responsibilities and resources.</td>
<td>March 2016</td>
</tr>
<tr>
<td>4.2.2</td>
<td>Undertake first year of Radio Frequency Identification (RFID) implementation program.</td>
<td>June 2016</td>
</tr>
<tr>
<td>4.3.1</td>
<td>Investigate future workforce planning requirements.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>4.3.2</td>
<td>Produce report on future trends in libraries and their impact on staffing profiles in order to develop future directions.</td>
<td>November 2015</td>
</tr>
<tr>
<td>4.3.3</td>
<td>Support Monash staff to be Critical Friends for the Digital Skills Working Party PLVN/SLV project.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>4.4.1</td>
<td>Conduct staff performance conversations to identify skills and skills gaps.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>4.4.2</td>
<td>Develop programs and training opportunities in line with outcomes from performance conversations.</td>
<td>Annually</td>
</tr>
</tbody>
</table>

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### ABBREVIATIONS KEY

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEA</td>
<td>Community Engagement Librarian: Adult</td>
</tr>
<tr>
<td>CEY</td>
<td>Community Engagement Librarian: Youth</td>
</tr>
<tr>
<td>CLO</td>
<td>Coordinator Library Operations</td>
</tr>
<tr>
<td>CRS</td>
<td>Coordinator Resources &amp; Systems</td>
</tr>
<tr>
<td>DIL</td>
<td>Diversity &amp; Inclusion Librarian</td>
</tr>
<tr>
<td>LLT</td>
<td>Library Leadership Team</td>
</tr>
<tr>
<td>LTL</td>
<td>Learning Technologies Librarian</td>
</tr>
<tr>
<td>MCIA</td>
<td>Manager Community Information &amp; Arts</td>
</tr>
<tr>
<td>PAL</td>
<td>Positive Ageing Librarian</td>
</tr>
<tr>
<td>SDL</td>
<td>Services Development Librarian/s</td>
</tr>
</tbody>
</table>