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MAYOR’S INTRODUCTION
Moreland’s libraries are at the heart of our community and enrich lives in so many different ways. They are much loved and valued by residents and people who work in our municipality – 47 per cent of the population are registered members – and consistently receive very high customer satisfaction ratings.

The following feedback from a library user sums up the community’s sentiments about our libraries:

“Thanks for the great service. I am very happy to see my rates being allocated to such an important community service. It is great to see the range of ages, cultures and demographics of people at the library. It’s a really important community meeting place. Well done Moreland.”

Moreland City Council is proud of the services provided by our libraries and we will continue to support strong and quality library services to our community.

We acknowledge that our libraries serve a number of roles including universal free provision of:

- learning opportunities for all life stages
- access to information
- collections in a range of formats and languages
- access to PCs and programs to help bridge the digital divide
- programs for children to develop literacy skills
- comfortable spaces for relaxation, work, creativity, study and meeting people
- facilities and resources for pleasure and enjoyment.

The Library Service Strategy 2014 – 2018 sets out the directions for library services in Moreland for the next five years to meet community needs. It is based on the recommendations of a strategic review of Moreland’s library service carried out in 2012. I would like to thank those people who contributed to the development of the Strategy, and in particular the Moreland Libraries Advisory Committee (MorLAC), the general community and library staff.

I am excited by the changes taking place in our libraries as they continue to evolve and respond to changing community needs, including the recent introduction of eBooks and eMagazines made available through our libraries. I look forward to the implementation of this Strategy and the significant contribution our libraries make to the rich social and cultural life of our great City.

Councillor Oscar Yildiz JP
Mayor
2013
EXECUTIVE SUMMARY

Public libraries are vibrant community hubs that are free and welcoming to all. They provide places and resources for people to learn, socialise, study, read, create, relax and play.

Public libraries have multiple roles and can represent different things to different people at different times. They foster social connectedness, lifelong learning, creativity, relaxation, wellbeing, skills development and literacy. They are constantly evolving in response to changing community needs and are pivotal in the development of resilient and cohesive communities.

In a landmark study of the socio-economic value of Victorian public libraries, an independent report by SGS Economics and Planning for the State Library of Victoria and the Public Libraries Victoria Network found that Victorian public libraries return $3.56 for every $1 spent.

Moreland Council operates five public libraries within the municipality with collections in English and other languages of nearly 300,000 items. Moreland’s library service has over 63,000 members and provides more than 900 library activities a year. Annual visits to the library number over 671,000 and over 1.4 million items are borrowed. Public access PCs are used for over 48,000 hours and more than 60,000 information queries are answered every year.

Moreland’s Library Service Strategy 2014 – 2018 has been developed as a key policy document for Council over the next five years to outline the directions for Moreland’s library service in response to community needs and aspirations.

Significant consultation with, and surveying of, our community has been taken in developing this Strategy, and the feedback received is central to the Strategy’s directions. The Moreland Libraries Advisory Committee (MorLAC) was a key stakeholder in the consultation process.

A five year strategic action plan has been developed from the recommendations received and is underpinned by the following four key strategic objectives:

1. Provide inclusive, responsive and innovative library service delivery to help meet the needs of our proudly diverse community.
2. Foster lifelong learning, community connectedness, creativity, wellbeing and a reading culture to enrich lives and build resilience.
3. Create welcoming, inspiring and purposeful places and spaces that strengthen our libraries as community hubs accessible to all.
4. Develop our workforce, networks and partnerships to achieve a culture of innovation, continuous improvement and collaboration.

“**We really appreciate the wonderful resources, activities and staff at our combined Moreland libraries. They are fantastic community places. Well done to all staff involved.**”
Key strategic directions and priorities for shaping Moreland’s library service include:

• **Long term infrastructure planning for new or extended library buildings** that includes co-location opportunities and further develop the library’s role as a third space/community living room for social connection, lifelong learning, relaxation, study, reading and as an alternative space for work.

• Through **RFID** (self serve) technology and as part of an **improved customer service model**, continue to transition from a transactional library service model (ie issuing of library materials behind a desk) to one of increased library user engagement and assistance working side by side with our library users.

• **Build on and leverage technology** for enhanced service delivery with an emphasis on the library’s Libero Integrated Library Management System (ILMS) and new and emerging technologies.

• Help **bridge the digital divide** and enhance digital literacy skills through the expansion of e-learning programs and numbers of PCs and Wi-Fi licences, as well as introduce MAC computers and design software. Upskill staff in order to support these digital literacy programs.

• **Enhance programs** in the library’s priority areas of digital literacy, early years development, health and wellbeing, job readiness, promoting a reading culture (Read More), and showcasing and building pride in Moreland (Made in Moreland).

• Further develop a **24/7 virtual library service** with a range of eBooks, eMagazines, streamed videos, streamed music and online databases.

• Encourage **local content creation and digital engagement** through the digitisation of the Local Studies collections, promotion of WikiNorthia (online collection of local stories and imagery from Melbourne’s north), crowdsourcing projects (participatory practice of building online content on a particular subject through contributions from a large open group of interested people) and expansion of the library’s social media presence.
It’s good for my son to learn from someone else besides mum at library storytimes. He learns new words and social skills.
3 INTRODUCTION
INTRODUCTION

A review of Moreland’s library service was carried out in 2012 in order to inform the development of a new five year library strategy.

The review included three components as follows:

- Review of elements of the library service by an independent external expert from FourLeaf Consulting. The elements included a review of workforce requirements and the number, position, and adequacy of size and infrastructure of Moreland’s libraries. Community and staff consultation sessions were also carried out by FourLeaf Consulting. Consultations included the Moreland Libraries Advisory Committee (MorLAC).

- Application of the Victorian library self-evaluation framework and toolkit, Being the Best We Can by a cross section of library staff.

- Review of library functional areas, including collections and programs, by the respective library staff functional teams.

In addition, information has been gathered to inform the strategy from a range of surveys, including the annual Moreland library user survey, and benchmarking data and reports, including the draft Victorian Public Libraries Framework 2013 – 2030.

"Our libraries inspire a more open mind."
4 STRATEGY CONTEXT
4.1 MORELAND COMMUNITY

The City of Moreland has a high level of cultural and linguistic diversity amongst its estimated population of 155,087 people as at June 2011.

According to the 2011 Australian Bureau of Statistics, more than one-third of Moreland residents were born overseas with approximately 86 per cent of those residents coming from a non-English speaking background. Residents speak approximately 140 languages at home. The main languages other than English spoken in Moreland are Italian, Arabic, Greek, Turkish, Mandarin, Urdu, Nepali, Vietnamese, Punjabi and Hindi. The percentage of residents who do not speak English well or not at all is 7.3 per cent.

Moreland’s age profile is broadly similar to that of metropolitan Melbourne, with a median age of 35 years. However, Moreland has a larger proportion of older people compared to the Melbourne Statistical Division (MSD).

The biggest change to Moreland’s age structure in the past five years has been a significant increase of 12.2 per cent in the 0 – 4 year age group. Other changes include a higher proportion of graduates and post-graduates living in Moreland, compared with the Greater Melbourne area. There are also now more ‘professionals’ in Moreland than any other occupation category.

The SEIFA index is 998 for Moreland (with anything below 1,000 considered disadvantaged). All areas other than Fawkner, Glenroy, Hadfield and Coburg North are above 1,000.

4.2 MORELAND LIBRARIES ADVISORY COMMITTEE (MorLAC)

The Moreland Libraries Advisory Committee (MorLAC) provides advice to Council on any matters relating to its library services.

It consists of one Councillor and eleven community representatives who have an option to commit to a two year or four year term. Any member of the community can nominate to serve on MorLAC. Council seeks to ensure an overall balance on MorLAC in terms of gender, cultural background and geographical representation in order for it to be reflective of the community. MorLAC meets quarterly and is supported by library staff that provide technical expertise and administrative assistance.
Moreland’s library service contributes to the strategic objectives of the Council Plan and draft Community Plan, which include the following themes:

**Moreland’s People**
- Moreland community members are mentally and physically healthy and active
- Moreland community members feel connected to others and have access to the necessary services
- Moreland community is educated
- The human rights of Moreland’s diverse community are upheld

**Moreland’s Places and Spaces**
- People have access to local places, spaces and public transport
- Cultural and artistic focus of the City of Moreland continues to thrive

**Civic Leadership**
- Partnerships are used to deliver community outcomes
- Moreland community has access to information, opportunities to participate in decision making and access to decision makers
- Moreland community has access to responsive services

Moreland’s library service has links with a number of Council plans and strategies. These include, but are not limited to:
- Moreland Health and Wellbeing Plan
- Arts and Culture Strategy
- Access and Inclusion Policy
- Multicultural Policy and Action Plan
- Early Years Strategy
- Children’s Strategy
- Youth Strategy
- Later Years Strategy
- Economic Development Strategy
- Reconciliation Policy
Local Government provides most of the funding for public library services but some funding is provided by the State Government, through the Department of Planning and Community Development (DPCD).

In the 2012 – 2013 financial year, State Government funding amounted to 13.88 per cent of Moreland’s library budget while Council’s contribution was 83.51 per cent. Income from library charges and other avenues comprised 2.61 per cent.

Recurrent state funding for public libraries is predominantly based on a per capita formula, with a 10 per cent component of the funding relating to the relative needs of Councils, which include socio-economic disadvantage. Funding is also received for recommended children’s books as part of the Premiers’ Reading Challenge program. Some funding for capital projects is available through the government’s Living Libraries Infrastructure Grants program, although this program is highly competitive. Recurrent triennial funding for statewide library projects is provided by the Ministry for the Arts to the Library Board of Victoria and administered by the State Library of Victoria.

4.4.1 Ministerial Advisory Council (MAC) Review of Public Libraries

A bi-partisan Ministerial Advisory Council on Public Libraries (MAC) was established in 2011. It was charged with reviewing the role of Victorian public libraries, including services and funding arrangements. Its Review of Victoria Public Libraries Stage 1: Tomorrow’s Library was released in 2012. The report proposed a ‘Victorian Library’ concept model with a number of statewide initiatives. At the time of drafting this Strategy, the MAC had conducted consultation with local Councils in 2013 and regional library corporations to assess this concept and the funding of Victorian public libraries.

“I have limited financial resources; the library facilities enable me to participate more widely in society and attend to my personal educational and social needs.”
4.5 **PUBLIC LIBRARIES VICTORIA NETWORK (PLVN) AND THE AUSTRALIAN LIBRARY AND INFORMATION ASSOCIATION (ALIA)**

The Public Libraries Victoria Network (PLVN) is a collaborative and advocacy organisation comprised of Victorian local government public library services.

Victoria has 45 public library services. Activities range from information sharing and training, to establishment of consortia to conduct projects and purchase materials in a collaborative manner.

The Australian Library and Information Association (ALIA) is the peak professional organisation for the Australian library and information services sector.

4.6 **DRAFT VICTORIAN PUBLIC LIBRARIES LIBRARY FRAMEWORK: 2030**

The Victorian Public Libraries 2030 project commenced in 2012 and was facilitated by the strategic foresight agency Chasing Sunrises.

Significant drivers of change that could impact on Victorian lifestyles over the next 20 years were identified and explored at a series of workshops involving over 80 public library employees across Victoria. From this collaborative body of work, a framework was designed for Victorian public libraries to ensure their ongoing relevance to the future wants and needs of their community.

The framework’s aspirational vision for Victoria’s public libraries is for Creative and Community libraries being a central hub for creative development, expression and learning for all sectors of the community. The Creative Community Library is characterised by:

- Creativity
- Collaboration
- Dynamic Learning
- Community Connection and
- Brain Health

Moreland is already moving in these directions in response to community needs.

“The more I use the library, the more I discover the possibilities.”

* WORK
I love the library! It’s a great space, welcoming, and has a wonderful variety of books and other resources. Plus I enjoy the range of events offered and the personal service of the librarians, who are a diverse, friendly bunch.
ROLES AND VALUE OF PUBLIC LIBRARIES
Public libraries are one of the most popular and well used cultural institutions in the country. In Victoria alone, the number of public library members in the state equates to more than ten times the population of Victoria’s second largest city, Geelong. For every person who attends the Melbourne Cup Carnival, there are seven who participate in Victorian public library programs.

Public libraries are unique democratic institutions actively practising social inclusion. Anyone in the community can access free resources and services irrespective of their background. The barriers that often exist in other spheres of cultural and social life are dissolved in public libraries and they are in an important position of being used by all socio-economic groups in the community. Public libraries offer an equal opportunity to everyone at some level – they are the institution that comes closest to truly embodying the values of egalitarianism and democracy.

In a landmark study of the socio-economic value of Victorian public libraries, an independent report by SGS Economics and Planning for the State Library of Victoria and the Public Libraries Victoria Network found that Victorian public libraries return $3.56 for every $1 spent. Public libraries also demonstrate good economic use of their resources as library materials pass through the hands of many different library users.

Public libraries are constantly evolving and will continue to change as they respond to changing community needs. The image of public libraries as staid silent repositories for books is from a bygone era. Today’s public libraries are vibrant convivial community hubs offering a range of experiences from cradle to grave. They have multiple roles and consequently add value on a number of levels in the community. They can represent different things to different people at different times. They foster social connectedness, lifelong learning, creativity, relaxation, wellbeing, skills development and literacy. They are pivotal in the development of resilient and cohesive communities.

By providing universal free access to a wide variety of information and imaginative literature in different formats as well as access to PCs, public libraries offer a range of learning opportunities, including support for formal learning and informal lifelong learning as well as providing a route for day to day living. From being an important point of entry for people to re-train and re-skill and increase their employment prospects, to bridging the digital divide, to providing imaginative literature which helps people understand other experiences and points of view which aids the development of tolerance and a culture of citizenship, public libraries foster the learning experience.

Libraries are a gateway to literacy. Reading is one of the fundamental building blocks of learning - not being able to read is a barrier to participating fully in society and civic life and developing one’s full potential. As well as offering general reading resources and fostering a culture of reading, libraries hold materials for people to improve their literacy levels as well as English as a Second Language (ESL) materials for people from other cultures to learn English.
Early years development programs offered by libraries, including early literacy programs, give very young children a better start in life. They also enable young people to improve their performance in school. People of all ages use them to exchange ideas, debate and discuss issues in a comfortable, open and non-judgemental environment.

Public libraries are places of social engagement which foster community development and general wellbeing. Members of the community can come together and use libraries as meeting places and spaces for social interaction and connection. Library activities offer people the opportunity to feel a sense of belonging to a community as well as help shape a community’s identity.

A sample of feedback below from our annual Library User Survey from 2012 demonstrates the value of Moreland’s libraries to our community, the high esteem in which they are held and the different purposes for which they are used:

“I visit Coburg Library often, and enjoy the variety of books, music and film on offer. The foreign language section is extensive and provides an excellent resource to those seeking to read in a language other than English. It’s great to see recent and upcoming events being held at the library being displayed – it enables the public to get involved in local events and provides a sense of community. I also like seeing advertisements for the different cultural events being held in the municipality – it reinforces the strength of Coburg’s diversity.”

“I live close by, so it’s quite convenient. It carries my favourite marketing magazine. I regularly use the reference collection. I am pleased with the film documentary and music selection. But my most enjoyable experience is to sit by the window in the comfortable red chairs, to enjoy a read with the morning sun at my back. I am a regular visitor mostly for reference rather than borrowing. I have enjoyed visiting for over 55 years and will continue more so in my later years. One thing our Moreland City runs very well... Score 10/10.”

“We have regularly attended Fawkner library Rhyme time sessions. It has put us in contact with a lot of mums and bubs from a great diversity of cultural backgrounds and has been an important social contact for me. It has also meant that I regularly get to the library to borrow books for my now 16 month old daughter, and we have established a routine of reading and borrowing books. Also the staff are very helpful and friendly.”

“I have been able to find many pregnancy related books (as I am pregnant) and many diabetes and healthy cooking books to help me with pregnancy. It has been amazing. I also love the huge selection of cooking books from every author you’ve ever thought of, it is great fun to read these and cook from them. I love the opening hours of the libraries, they are very generous, I particularly love that it is open Sunday afternoon.”
SNAPSHOT OF MORELAND’S LIBRARY SERVICE
6.1 VISION AND STRATEGIC OBJECTIVES OF THE LIBRARY SERVICE

The vision for Moreland’s library service is to: Provide a vibrant and inclusive library service to our community that fosters lifelong learning, literacy, culture, wellbeing, creativity and community connectedness.

Its strategic objectives are to:
- Provide inclusive, responsive and innovative library service delivery to help meet the needs of our proudly diverse community.
- Foster lifelong learning, community connectedness, creativity, wellbeing and a reading culture to enrich lives and build resilience.
- Create welcoming, inspiring and purposeful places and spaces that strengthen our libraries as community hubs accessible to all.
- Develop our workforce, networks and partnerships to achieve a culture of innovation, continuous improvement and collaboration.

Its roles are to provide and/or facilitate:

- Community living room / third space
- Exchange of ideas, debate and discussion
- Skilled staff assistance
- Content creation
- Celebrating diversity
- Access to information
- Literacy skills
- Lifelong learning
- Reading culture
- Resources for enjoyment
- Community connectedness
- Showcasing Moreland
- MORELAND’S LIBRARY SERVICE VIBRANT AND INCLUSIVE COMMUNITY HUBS
6.2 **SUMMARY OF SERVICES**

Moreland’s library service delivers a wide range of universal free services. The key services are:

**Lending services**

Lending resources in a range of languages and formats, including magazines, CDs, DVDs, eBooks, eMagazines, talking books and video streaming, for lifelong learning, culture and leisure.

**Programs and extension activities**

Programs for diverse age groups, for learning and skills development, improving health and wellbeing, creating opportunities for social engagement, and promoting civic identity and pride. Programs include rhyme time sessions for babies, book groups, author talks, cultural events, ‘get to know your gadget’ sessions for digital devices, and a home library service for homebound residents.

"I save a fortune by not buying books and also like the benefit for the environment of sharing books rather than purchasing. I think it is absolutely wonderful that we have libraries to use in this way." 

**Information and reference services**

Access to a variety of electronic and digital information resources, including PCs, online databases, and staff assisted reference and information services.

**Facilities**

A range of facilities for study and relaxation, community activities, displays and meeting rooms – the library as a ‘community living room’ or ‘third space’ after home and work.
Simply put – I feel at home in all of the libraries.
The following table provides a summary of the range of services and resources relevant to the various sections of the community.

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<th>Community groups</th>
<th>Council officers</th>
<th>Family/local studies</th>
<th>Researchers</th>
<th>Housebound</th>
<th>Special needs</th>
<th>Literacy needs</th>
<th>Local arts/community</th>
<th>Digitally disconnected</th>
<th>CALD groups</th>
<th>Parents</th>
<th>Preschoolers</th>
<th>Visually impaired</th>
<th>Small business</th>
<th>Students</th>
<th>Lifelong learners</th>
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This table highlights the primary benefits of the programs offered by the library.

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<th>PROGRAMS</th>
<th>Encourages early years language development</th>
<th>Assists literacy development</th>
<th>Fosters a love of reading</th>
<th>Encourages creativity, imagination and motor skills</th>
<th>Develops information literacy skills</th>
<th>Creates opportunities for social engagement</th>
<th>Provides opportunities for sharing ideas and debate</th>
<th>Overcomes the digital divide (eAccessibility)</th>
<th>Fosters local/civic identity</th>
<th>Promotes multiculturalism</th>
<th>Contributes to health and wellbeing</th>
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Moreland’s library service carries out an annual library user satisfaction survey in order to assist in planning and policy development.

In 2012 93 per cent of survey respondents said they were ‘satisfied’ or ‘very satisfied’ with the library service. Many of the reasons for high satisfaction were related to good staff and customer service. Other key reasons were the range of materials and the atmosphere of the libraries. The quality of staff assistance in answering queries rated 97 per cent satisfied or very satisfied, staff friendliness 95 per cent, speed of service 88 per cent, and overall customer service a very high 95 per cent.

The most common reasons given for dissatisfaction were regarding the range of general and community language materials and also new releases available, access to computers, and that the libraries need upgrading or modernising.

Moreland participated in a consortia or syndicate survey (the Nexus Survey) in 2012 along with eleven other Victorian public library services and one ACT library. This survey included an equal mix of both library and non-library users. 17 per cent of the non-library users surveyed would have used the library if they had known that it offers free access to the Internet, and 12 per cent would have used the library if they had known that it provided DVDs for loan. The survey also found that Moreland’s mean rating on the importance its residents attribute to public libraries was higher than the syndicate’s average (9.27 as opposed to 9.08).

Key findings from community consultations carried out in Moreland by FourLeaf Consulting in 2012 were that the library service is much valued by the community and contributes to people’s quality of life. Identified strengths of service included the size and scope of the collection, the Read More program, the homebound service, and focus on collections in other languages as well as a focus on children and ‘at risk’ people.

The libraries were assessed as providing a much valued space open to all, being responsive to cultural diversity in a range of ways, engendering social inclusion, addressing the digital divide, being a safe and welcoming place to meet people and building and strengthening communities through the diverse nature of the library’s programs and events.

Areas seen as needing improvement were the physical infrastructure and space constraints of the buildings, the library’s website, access to PCs and the Internet, and differentiation of quiet spaces from noisy activities (related to space constraints).

In 2012 a survey of Internet and PC usage in Victorian public libraries was undertaken. The five key reasons identified for using the Internet and PCs were:

- Free access to computers and the internet for those who cannot afford it themselves – people who are at risk of being marginalised from society without this access.
- Internet access for those who do not currently have access to reliable internet services.
- A safe, convenient and comfortable environment in which all people can access computers and the internet for study, employment, wellbeing, information, service and recreations purposes.
- Access to library staff who support people who are not confident in their ability to use computers, search for online information or transact online.
- Aggregated specialist authoritative information.
6.6 BENCHMARKING

Using data reported in the 2011 – 2012 Annual Survey of Victorian Public Libraries, Moreland’s library services was compared to the following libraries who also provide multicultural library services – Boroondara, Brimbank, Darebin, Greater Dandong, Hume, Monash, Moonee Valley and Yarra libraries.

Moreland has a higher number of loans and a lower cost per loan than the group average. Moreland has a significantly lower number of PCs than the group average and a lower number of total visits than the group’s average (thought to be equated to Moreland’s building constraints and lower PC numbers). Moreland has the second highest collection of items in community languages. There is no easily comparable way of measuring programs and attendees but Moreland does provide strong programs with good attendee numbers.
OPPORTUNITIES, CHALLENGES AND TRENDS
Infrastructure
Moreland’s library service is compromised by the space constraints and general infrastructure inadequacies of its libraries – most of which are not ‘fit for purpose’ and/or are below the recommended library space standards accepted nationally in People Places: a guide for public libraries in New South Wales. FourLeaf Consulting’s review report recommended greater investment in Moreland’s library buildings and related infrastructure.

Opportunities exist for Moreland’s three larger libraries as part of the masterplan for the former Glenroy Primary School site purchased by Council, The Coburg Initiative, and the current structural and remediation works at the Brunswick Library (as well as the Brunswick Civic and Cultural Feasibility Study). This includes new or expanded libraries.

The library layout – shift from content to experience
As libraries continue to evolve and their emphasis changes beyond just content to experience, for example spaces to read or study in comfort; opportunities to interact with others to discuss ideas, books and issues; post online comments about books; our library layouts need to make those experiences possible and reflect evolving needs.

Although a strong print focus will remain in our libraries, the size of our print collections will decrease as increasingly budgetary resources are placed into e-resources. The decreasing size of the print collection will allow for more much needed seating and areas for programming which will facilitate and expand ‘the library experience’ for library visits.

“ The library feels comfortable, better than a café, so I can get my head in the right space to work/study. ”

Victorian Public Libraries
Library Framework: 2030 – learning and creative spaces
The Victorian Public Libraries Library Framework 2030 outlines a vision for the future of libraries developing more as learning and creative spaces. Our library service has already embarked down this path and is starting to take on a more active role rather than a passive stance in these areas. For example a computer training room is being built within the Brunswick Library and an E-learning and New Technologies Facilitator position is being created to offer more e-learning programs. With new library infrastructure building opportunities, we will be seeking to incorporate recording rooms and music rooms to encourage music production and ‘jamming’ sessions, as well as other creative spaces.

Leveraging Technology
Our library’s landscape has changed considerably in recent times. The introduction of RFID (including self serve kiosks), the library’s Libero ILMS, and other technological systems and advancements, including the possibility of connection to the NBN, all offer enhanced services or service delivery and other opportunities to build on for the future.

However there are issues with the speed of change and the constant evolution of new technologies. Emerging technologies are constantly being updated and technological equipment is soon out of date. There are also difficulties in keeping staff skills up to date with new technologies. We need to be vigilant in keeping abreast of relevant technological changes and ensure that we have an appropriate level of technically skilled staff to monitor and implement developments as required. Also of great importance is the need to ensure that our library staff are suitably skilled and trained to have the capacity for successful deployment and implementation of these new technological developments.
E-Resources

Rapid technological change has seen an increasing range of available alternative formats including various e-resources such as eBooks, eMagazines and streamed music and films. These e-resources present significant benefits to our library users and open up new choices. They also create new audiences for our libraries as well as providing an invaluable 24/7 service to our community. They increase access to our library services for many segments of our population, including the time-poor, homebound and those limited by access to transport to reach our libraries.

However the vexed and complex issue of eBooks is a key issue for all public libraries worldwide. Publishers are in effect viewing public libraries as competitors and increasingly refusing to supply them with eBooks that are bestsellers or published within recent periods. Stringent conditions are also increasingly being placed on eBook sales that include ‘loan’ limits where the eBook expires after specified loans, or additional fees are payable for each loan. There are also significant issues to resolve with digital rights management (DRM), which can also affect the devices onto which people can download eBooks. A solution to all these issues appears unlikely in the short term.

Bridging the Digital Divide

Public libraries assist in bridging the ‘digital divide’ by providing free access to computers and the Internet and assisting people to develop the skills they need to embrace the digital age. Our current levels of PC and Internet provision are inadequate and seriously lag behind our benchmarked libraries. We aim to address this imbalance by reconfiguring library layouts to increase points of access to information technology in order to better serve community needs. Opportunities exist through a number of channels for enhanced and expanded program development to increase the digital literacy skills of our community.

Customer Service Models

Our customer service model has significantly changed and improved with the implementation of RFID (including self serve kiosks) which has brought staff out from behind the desk and freed them up more to provide increased library user assistance. As more library users become self sufficient with using RFID kiosks, more staff time should be available to offer assistance to library users accessing PCs as required, whereas currently PCs are offered more on a self help basis due to staff time constraints.

Increasing emphasis is being placed on front of house public duties rather than back room work to offer greater customer assistance or increased programming. The move to acquiring shelf-ready English language print materials has helped to make this increasing shift possible and we will pursue other enabling opportunities as appropriate to our library service as they become available.

Staff

Our staff are our libraries’ greatest asset and this is consistently demonstrated by our exceptionally high customer service satisfaction levels. They always ‘go the extra mile’ and their dedication, resilience and community focus has particularly been demonstrated in the space of the two years before this Strategy’s introduction. While undergoing significant change and challenges (including the implementation of a new library ILMS, RFID technology, centralised selection of collections, and major building works) they have sustained quality service standards.

The changing role of library staff will require major training programs. Our staff are highly valued and supporting them to evolve alongside the strategic vision for our library service is of the utmost importance.

"I have used the library for nearly 60 years and it is an important part of my life."
Library Programs and partnerships

Our library service already presents a number of library programs, including its highly successful Read More program. Targeted areas will be expanded and/or new programs developed in response to community needs, such as early years development, job readiness and health and wellbeing pursuits. Mutually beneficial partnerships will be developed as appropriate in identified areas with skilled individuals from the community as well as other service providers with similar aims and goals.

Victorian State Government Funding

The State Government’s funding to Victorian public libraries continues to decrease in contrast to that provided by Local Government. The State Government now only provides 13.88 per cent of Moreland library’s total funding and this will continue to decrease as EBA costs continue to rise above CPI.
ACTION PLAN
The resources and timeframes for the actions contained in this Action Plan to occur will be determined by Council’s annual budget process and subsequently incorporated into the library’s annual Service Unit Plan.

STRATEGIC OBJECTIVE

Provide inclusive, responsive and innovative library service delivery to help meet the needs of our proudly diverse community.

We will provide a wide range of services to help meet the information, educational, cultural, social and leisure needs of our diverse community. We will ensure that our library services remain relevant and accessible irrespective of people’s backgrounds and embed a culture that encourages social inclusion.

We will:

- Continue to monitor Victorian, Australian and International library service initiatives for best practice models to introduce at Moreland.
- Enhance the development of a 24/7 library service through the expansion of Moreland’s virtual library services including eBooks, eMagazines, online databases, film and music streaming.
- Complete the rollout of RFID technology (including self serve kiosks) through installation and implementation at the Fawkner and Campbell Turnbull libraries.
- Through the implementation of RFID and staff ‘moving out’ from behind loans desks, continue to transition from a transactional library service model to one of increased library user engagement and assistance, with improved customer service benefits.
- Within budgetary constraints, provide collections and activities in targeted community languages. Continue to monitor new and emerging CALD groups in Moreland to determine trigger points for establishing new collections and services.
- Provide relevant collections in a variety of formats that meet community needs and ensure the book budget increases at a minimum of the CPI rate per annum.
- Implement an electronic statistical analysis tool that assists staff in monitoring and reviewing our collections as well as identifying trends, in order to ensure that our collections are strong, targeted and receive optimum use.
- Increase the number of Wi-Fi licences throughout the library service by a minimum of 50 per cent over two years and a minimum of 100 per cent over four years.
- Introduce public access MAC computers and design software for a broad application of uses, including for use by our creative sector.
- Continue to monitor and leverage technology as appropriate to Moreland to improve service delivery, including the National Broadband Network (NBN) rollout.
• Explore current and future social media opportunities to engage with our community and promote the breadth of our service.

• Continue to monitor state initiatives that will impact on the provision of inter library loans to other library services and determine the level of Moreland’s participation if the provision impacts too adversely on the provision of collections to Moreland’s own community.

• Continue to deliver a home library service in-house rather than utilise volunteers. Investigate improved home library services models including self selection through our 24/7 service of downloadable resources.

• Further develop the library’s smart card technology, including investigating its usage to access other services provided by Moreland Council.

• Through support and assistance from the IT unit, ensure the library’s network capacity continues to evolve to meet community needs and be at benchmarked standards against other public library services, particularly Moreland’s neighbouring libraries.

• Provide a responsive and evolving reference and information service, utilising a mix of traditional information services and emerging technologies as appropriate.

• Implement a discovery search layer so that in only one step, library users can search the library catalogue as well as the library’s online databases to give an enhanced and more comprehensive search experience.

• Continue to implement the library’s Marketing and Promotion Plan with an emphasis on attracting non users.

• Develop an evaluation framework for programs to test alignment and benefits to community needs.

• Continue to consult Moreland’s community on the provision of library services through diverse channels including the annual library user survey, feedback forms in English and other languages in the libraries, and liaison with other Council units to maximise benefits from their consultations. Consultation will follow the Moreland Engagement Strategy and Council’s Consultation Framework.

“I love the library! I love the range of free events the wide range of things to borrow the interlibrary loan and holds system. Comfy chairs, interesting art, interesting changing displays of pertinent books etc at the front.”
STRATEGIC OBJECTIVE 2

Foster lifelong learning, community connectedness, creativity, wellbeing and a reading culture to enrich lives and build resilience

We are committed to offering a range of programs, events, resources and facilities that foster lifelong learning, social connectedness, creativity, wellbeing and a reading culture in our great city. Through the outcomes of these programs and activities we seek to:

- Increase resilience.
- Strengthen pathways to employment.
- Build emotional intelligence.
- Support skills and personal development to reach full potential.
- Foster active/participatory citizenship.
- Increase confidence.
- Build a sense of identity and belonging.

We will:

- Provide a range of programs relevant to Moreland’s needs with programming priorities. These will include digital literacy, early years development, health and wellbeing, job readiness, promoting a reading culture and encouraging debate and ideas (Read More), and showcasing and celebrating our great city and generating pride in Moreland’s identity (Made in Moreland).
- Expand programs for early years development, including increasing the number of rhyme time sessions for babies held in our libraries.
- Develop and implement a range of digital education or eLearning programs to help bridge the digital divide and/or increase digital literacy skills. Programs will include a series of classes as well as one-off sessions, a computer club, the expansion of the current ‘get to know your gadget’ sessions for technological devices, and use of social networking.
- Increase the number of public access PCs to a level comparable with benchmarked Melbourne metropolitan library services.
- Create more opportunities for online community engagement and the creation of local content through the library’s Libero ILMS Local History module, WikiNorthia, and crowd sourcing projects.
- Subject to copyright requirements, digitise key works in the library’s Local Studies collection and upload to the library’s Libero ILMS to increase accessibility.
- Investigate and pilot a system for the lending of e-devices to our community.
- Build on and expand the number and range of current adult programs whilst also building community capacity, through increasing programs that are directly facilitated by community members such as some of our craft sessions.
- Maintain the library’s commitment to activities that celebrate cultural diversity and foster social cohesion.
- Facilitate opportunities for creative expression, including collaborations with other cultural institutions.

“The library is an excellent community resource. I am pleased to see the way it has changed and adapted over the years to meet the changing needs of the community. This includes increased use of computers and e-resources.”

SECTION 8 ACTION PLAN
Create welcoming, inspiring, and purposeful places and spaces that strengthen our libraries as community hubs accessible to all

We recognise that our libraries are valued community hubs and destinations for people from diverse backgrounds and age groups and are used for a range of purposes including social connection, learning and leisure. We will act on the identified need to improve the presentation of our libraries and, where possible, build fit-for-purpose but also flexible and future proof buildings. We will incorporate traditional and complementary functions, community spaces and the capacity to accommodate technological advancements, for the benefit of all the community.

We will:

• Develop long term library building guidelines for Moreland that include co-location opportunities, design principles, future proofing concepts, functional space requirements and best practice models that suit the needs of the Moreland community.

• Engage in long term planning for flexible purpose built or renovated libraries as part of the Brunswick Civic and Cultural Precinct Study, Coburg 2020, and master-planning for the former Glenroy Primary School site purchased by Council.

• Continue to develop the role of the library as a third space / community living room for connection, socialising, lifelong learning, relaxation, reading, study and as an alternative space for work.

• In liaison with the Brunswick, Coburg and Glenroy Place Managers, build on our libraries’ place-making functions and roles as destinations or anchors that draw people to centres.

• Implement a five year plan for the progressive updating of furniture and shelving at each of Moreland’s five libraries.

• Review each library’s layout with external expertise with a view to improve and optimise available space.

• Continue to ensure our libraries are accessible, and where applicable, work with Council’s MetroAccess Officer to help achieve this objective.

• Create a computer training room as part of the Brunswick Library structural and remediation building works.

• Increase seating by a minimum of 20 per cent for Wi-Fi use, reading, study, work and socialising.

• Provide more interactive technology across our library buildings including interactive screens.

• Explore opportunities for the installation of ephemeral (non permanent) or permanent public art in or around the vicinity of our libraries to increase the vibrancy of our spaces.

• Provide more opportunities as appropriate for the display of local community artwork and small exhibitions.

• Provide more display shelving and attractive and inspiring displays of library materials to promote our collections.

“...We like a multi ethnic atmosphere and one that caters for all ages. We have some overseas experience and our library system must be as good as any. Congrats...”
STRATEGIC OBJECTIVE 4

Develop our workforce, networks and partnerships to achieve a culture of innovation, continuous improvement and collaboration

We recognise that our staff are the most important library asset and fundamental to providing high quality and innovative library services. We will continue to maintain a strong focus on staff development and nurturing our staff in a supportive, inclusive and safe environment. Their input into shaping the library service is welcomed and valued. We will also develop and enhance collaborations and partnerships with a range of individuals, groups and organisations for mutual benefits and shared objectives to improve or expand our library services and enhance community potential.

We will:

- Continue to foster a workplace of inclusion, personal responsibility and motivation, and innovation through the recruitment and retention of enthusiastic and knowledgeable staff who are acknowledged as a pivotal component in the delivery of a relevant and successful library service.
- Develop and implement a training plan for library staff to support them in developing skills to reflect the changing nature of libraries and community needs, particularly in the area of digital literacy skills.
- Embed the learnings from Frontline Reader Development training for effective staff engagement with our library users.
- Consider and where appropriate implement the recommendations made by FourLeaf Consulting regarding our library structure and the skills required for current and future library service delivery.
- Strengthen linkages between the library service and targeted Council units including arts and culture, children’s services, youth services, aged services, social policy and community development units.
- Liaise with our local Historical Societies to help capture and preserve our local heritage on WikiNorthia, promote local history collections and promote Moreland’s past and present through an ongoing series of ‘Talks on Moreland’.
- Continue to partner with individuals and organisations, including artists and schools, to build and generate pride in Moreland’s identity through showcasing its talented residents.
- Develop partnerships as appropriate with Moreland’s Neighbourhood Houses, Moreland Adult Education and other relevant organisations to expand and/or promote digital literacy skills in Moreland.
- Investigate partnerships with Vision Australia to raise awareness of the range of services and resources available to people with a print disability and to help ensure access to a variety of appropriate formats.
- Partner, or strengthen partnerships, with other organisations including Council’s Maternal and Child Health unit, welfare agencies and schools to promote early literacy development and early childhood services to parents and carers.
- Increase promotion of library services to targeted CALD groups through volunteer ambassador programs.
- Collaborate with the Public Libraries Victoria Network (PLVN) and/or Municipal Association of Victoria (MAV) to advocate for increased funding for Victorian public libraries.
- Investigate collaborative opportunities with the Gallery to digitise and showcase the Moreland Art Collection on the Libero ILMS.

“Over the last six months, I have seen my daughter gain more confidence during storytime sessions. From clinging on to me to now sitting in the front row and not looking for me and paying full attention.”
For further information, contact Moreland City Council by:

Phone: 9240 1111
Email: info@moreland.vic.gov.au
Website: moreland.vic.gov.au

Moreland Language Link

Per informazioni sul Comune di Moreland telefonare a
9280 1911

For information on Moreland City Council call
9280 1912

For information on Moreland City Council call
9280 1913

Moreland Kadrohi haberleri için bilgi
almak için telefon hizmeti bulun.
9280 1914

All other languages

包括克罗地亚语, Tagalog, Indonesia, Polski,
Español, اردو

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