While we are working to improve the facilities at Brighton Library there may be times over the next few weeks when we will have to close due to health and safety reasons. We will do our best to keep them to a minimum. Please keep your eye out for closure signs at the library and on the library website. We apologise for any inconvenience.

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Bayside Library Service: Future Stories

Presented for discussion are options for the future of library services in Bayside.

Drawing on research from:
- Library, Arts and Culture Strategy 2012-2017
- Bayside Library Services Study by K2 Planning
- Library Service Review 2016: Infrastructure
- Library Service Review 2016: Services and Programs
- Victorian Public Libraries 2030: Strategic Framework
- Additional community consultation
- Other relevant material.

Purpose

This paper provides an opportunity for Bayside to further develop its library services to be modern, innovative and relevant to our community.

Based on current research and consultation with the community the discussion provides options that will ensure that library services in the Bayside municipality meet the needs of the community now and into the future.

This includes improvements to the services and programs offered across the existing libraries and better infrastructure in Sandringham, Hampton and a potential new library in Highett.

The paper also responds to recommendations from:

1. Council resolution 26 July 2016 (refer Appendix 1)
2. Library Services Review 2016 (refer Appendix 2)
3. Council Plan 2017-2021 (refer Appendix 3)
Introducing modern library services for the Bayside municipality

Modern library theory

Public libraries today create a focal point for local identity. They bring people together from a range of backgrounds to meet, network and potentially develop relationships with other members of the community. This has been referred to as social capital, and is one of the building blocks of a strong community and an increasingly important role of public libraries. The Bayside Library Services Study, undertaken by K2 Planning in 2015, noted that the key features of library services are that they respond to emerging social needs and support social connections which include:

- synergies and/or co-location with other community service organisations such as: museums, childcare centres and leisure facilities
- libraries acting as major ‘anchor tenants’ in neighbourhood activity centres
- libraries bridging the digital divide between those who have access, and those who do not
- libraries becoming a ‘living room in the city’.

Public libraries play an important role in improving health and wellbeing and addressing disadvantage and inequity. These social needs are recognised in the Bayside Wellbeing for All Ages and Abilities Strategy’s 2013-2017 first goal “An engaged and supportive community”, and objective 1.2 Support opportunities that build social networks and community connections. More and more community demand and changing technological requirements are seeing an increase in the demand for library services and spaces that can accommodate for a variety of programs, space types and innovative infrastructure.

FIGURE 1: COMMUNITY DEMANDS FOR A MODERN LIBRARY

Demand for more group work and study spaces

- Fully wireless and good provision of computer facilities
- More information to cater for a range of language groups
- Louder, interactive activities and programs

More contemplative, focused and a range of activities for different people

- Provision of historical and other research
- Interpretation of information

Building designs that are

→ inviting
→ light-filled
→ leading edge
→ funky
→ sustainable
→ engendering of community pride.

Access for library members

24/7
The future of the book

Books in print format are still very important and are still the library’s core business. The future of print is changing but for the foreseeable future print will remain the dominant format for recreational reading. The latest data on the reading habits of Australians comes from the Australia Council.

In 2015 the Australian Library and Information Association (ALIA) produced a strategic document on the future of print material called “80:20 by 2020”. This prediction was based on the slowdown of eBook sales, as reported by the booksellers and other agencies, and a levelling out in the market to around 20%-30% of sales.

“Many Australians incorporate digital technology into their reading habits, while conventional ways of engaging with books and reading have endured. The vast majority of readers continue to read print books, while over half are including ebooks in the mix and 12% are listening to audio books.”1

80:20 not 50:50 by 2020

“In November 2013, ebooks were, metaphorically speaking, flying out of the door and we made a bold statement that ‘library print and ebook collections will establish a 50:50 equilibrium by 2020 and that this balance will be maintained through to 2040, when the last print-only generation hits 50’. In less than two years, the initial ebook sales boom has settled and the book industry is predicting the ebook phenomenon will plateau at around 20-30% of books sales, with print books remaining the dominant format.”

Unlike academic institutions, where digital content is becoming more dominant, the public libraries lending collections primarily consist of popular non-fiction, popular fiction and children’s fiction and picture books, which customers prefer in print. It is predicted these items will continue to be more popular in print than digital format for the general population. Anecdotally it is noted that even the digital natives still prefer to read a book in print when reading for pleasure and picture books are one of the libraries biggest ‘sellers’. The ratio of digital to print content in public libraries will be an ongoing challenge and will be about finding the right balance, one will not replace the other but rather people will use both formats depending on circumstances.

1 Reading the Reader: A Survey of Australian reading Habits. Australia Council 2017
Strategic planning for a better future

The Victorian Public Libraries 2030 Strategic Framework (VPL 2030) suggests two possible models of library services that will meet changing community needs and expectations:

1) **Creative Library**
   Offering a suite of products, services and programs for creative development, expression, skills development and collaboration.

2) **Community Library**
   Providing more active learning opportunities including classes, workshops and training for lifelong learning and social connection.

These emerging models of library services respond to changing social trends including:

- increased numbers of people working from home and working part time
- an older population with high levels of participation in voluntary activities and adult learning
- technological changes resulting in increased use of e-resources
- growth in creative industries
- an increase in community expectations for ‘third spaces’ that are separate from work or home.

The VPL 2030 also notes that library staff numbers will be greater in the future due to the additional programs and services on offer, which will create a strong need for people management and coordination. With increased self service activities the role of the librarian is increasingly one of facilitator and educator, a linking person between resources and the community, as opposed to policing the library or finding/checking out books.

A key role for public libraries is to bridge the digital divide between those who have access, and those who do not, to a rapidly increasing digital world. A proactive, targeted approach to the digitally disadvantaged seems warranted. Ensuring digital inclusion is an important pathway to promoting lifelong learning, community skills development and sustaining social cohesion.

---

### Digital inclusion

Recent date from the Digital Inclusion Index\(^2\) talks to three components of digital inclusion:

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Access</strong></td>
<td>where, how often, how much</td>
</tr>
<tr>
<td><strong>Affordability</strong></td>
<td>relative expenditure</td>
</tr>
<tr>
<td><strong>Ability</strong></td>
<td>attitudes towards technology, online skills, digital capability.</td>
</tr>
</tbody>
</table>

The results from 2014 to 2016 Index\(^2\) suggest that access is rising and ability is improving but affordability is declining. The price of access isn’t increasing but what’s changing is people are using more of it and so it becomes a bigger proportion of household budget. Another factor to consider along with this is that people are more and more dependant and expected to be online.

Communities with ageing populations, retirees living on fixed income and areas of economic disadvantage need to ensure these people are not left behind as organisations respond to a digital era.

---

Making a difference: The future of Library Services in Bayside.

In 2016 Council reviewed its library services and existing infrastructure for the purpose of improvement and aligning future services to community need.

The Library Service Review can be referred to in Appendix 2.
Who uses our libraries?

Customer profiling

Bayside has four libraries located in Beaumaris, Brighton, Hampton and Sandringham with 46,595 registered members (April 2017).

Analysis of data from Bayside’s Library Management System shows that of the library membership the borrowing of library books is popular in the 5 to 14 year age group as well as adults aged 35 to 79 years. However, borrowers in the 15 to 34 year age group are very low across the board.1 The table in Appendix 5 reveals a consistent borrowing profile by age across the four branches.

An observational study undertaken by Bayside Library Services staff at all four branch libraries during 17-23 August 2015 found that:

- Most visitors attend the Brighton library and are in the age group 13-25 yrs; 26-40 yrs; 41-60 yrs and 60+ yrs
- High numbers of visitors also attend the Sandringham library particularly in the age groups 6-12 yrs; 13-25 yrs; 26-40 yrs and 60+ yrs
- Very few people aged 6-12yrs or 13-25 years attend the Hampton library
- Most people aged 6-12 years visit Bayside libraries from 4:00pm onwards, with many people in this age group attending the Beaumaris library.

This data shows that while borrowing is low in the 15-34 age group they are using the library service for study purposes and to access the wifi services.

In regards to where members go to borrow a library item data shows that membership is concentrated in a 1km radius around the library branches and lessens as the radius increases (See Diagram 2). 2015 data from Kingston libraries show that 527 people identified as Bayside residents at the Highett branch, 275 at the Moorabbin branch and 1,388 at the Cheltenham branch.2 This adds further evidence that library users are more than likely to use the branch that is closest to where they live and tend not to travel.

---

1 Service Review Library Services: Research and Analysis Report
2 Library Services Review: Infrastructure
Public value of the Bayside library services

– Enriches the lives of individuals within the Bayside Community by presenting an equal opportunity for social inclusion and engagement, and by developing and fostering reading and literacy skills for people of all ages
– Delivers access to, and leadership in, information provision and technological advancements whilst adapting to changing societal demands
– Nurtures community identity by preserving local history and offering a centrepiece at the heart of the community that shapes our public realm and maximises our shared value whilst simultaneously connecting individuals to the wider world.

The following discusses the findings, and the conclusions are drawn from data and evidence in the Library service review.

Library programs and services in Bayside

The Library service currently offers a range of programs and services designed to meet the needs of our community.

These include:

– traditional book lending
– access to e-books
– eaudio and other digital services
– early years literacy programs
– author events and workshops
– digital literacy programs
– outreach programs to those not able to get to the library
– information services
– local area collections
– community language collections.

For a full list of programs by branch refer to Appendix 4.

“Being an elderly person over 90 years old I can only say that the library service makes my living worthwhile.”

“I love the library and use it frequently. It was even more important when my children were little.”
Diagram 2: Library branches and catchments

Bayside libraries:
1. Brighton Library
2. Hampton Library
3. Sandringham Library
4. Beaumaris Library
5. Potential Highett Library

2km zone

Kingston libraries:
1. Cheltenham Library
2. Highett Library
3. Moorabbin Library

Diagram 2: Library branches and catchments
Demand for library services in Bayside

As referenced from the VPL 2030, it is evident that in Bayside similar trends are contributing to the increased demand for library services.

Trends including:

An ageing population
- Population forecasts anticipate a 59.9% increase in the proportion of the Bayside population that is aged 70 – 84 years by 2030
- An older population is most evident in the southern areas of the municipality particularly in Black Rock and Beaumaris
- Elderly people, and isolated elderly in particular, contribute significantly to demand for a range of library services including computer training programs and social connection events and programs.

A homebased workforce
- Increasing numbers of home, and part time, workers
- Significant numbers of people work from home in Brighton, Brighton East, Beaumaris and Hampton
- Recent research shows that home workers and people working part time, are increasingly looking for access to library services such as meeting rooms, reading spaces, quiet work areas and access to e-resources and information.

- A changing housing profile
- While Bayside residents mainly live in separate dwellings, the proportion of dwellings that are high density in Bayside has increased from 1.9% in 2006 to 3.1% in 2011
- A further 29.1% of dwellings in 2011 were medium density dwellings
- It has been noted that increased housing densities contribute to increased demand for library services such as study and reading areas.

Increasing social isolation in pockets across Bayside
- There are significant pockets of socio-economic disadvantage particularly around Hampton and surrounding localities
- Significant proportions of the Bayside community live on low incomes with 32.9% earning less than $600 per week in 2011
- The trend towards an increasing number of smaller households.

Cross Municipal Collaboration
- The Victorian Auditors Generals Office and the Municipal Association of Victoria (MAV) are advocating that Council’s develop projects collaboratively
- The MAV - Future of Local Government declares that, amongst other actions, Councils should:
  - Forge more local and regional partnerships that address issues and drive change at community, state and federal levels
  - Given the proximity of Highett to the Kingston border Council should consider approaching Kingston to discuss opportunities that may exist to provide library services to the Highett community.

Transport
- Public transport may not provide adequate access for all members of the Bayside community. In particular, the increasing aging of the Bayside population, discussed above, will lead to changing levels of mobility. Older years residents are currently located across Bayside and particularly in the south of the municipality. This location may contribute to the high level of Beaumaris and Black Rock residents using Sandringham, rather than the Brighton library.
- Lower incomes also restrict access to public transport. Significant proportions of residents of Hampton East and Highett are low income households with limited disposable incomes to spend on transport. It should also be noted that the current location of the Hampton library is beyond the 400 metre catchment from the areas of Hampton East and Highett which have high proportions of low income residents. This distance is not considered a walkable distance.
Listening to our community

In August 2016, 1,730 people responded to research (online, telephone and intercept surveys) to understand what was important to them in regards to using a library.

Other services and programs that were regarded as either important or desirable:

- Music, movies/TV shows for borrowing
- Book clubs, special events (book talks) and craft
- Sharing spaces with other community services/facilities activities
- Rooms to hold formal meetings/do business
- Meeting place to catch-up with friends and neighbours
- In relation to provision of spaces in branch libraries, users of every branch identified there should be more space for ‘activities that encourage children to read and learn’. The majority of users of the Brighton, Hampton and Sandringham branches wanted more areas to read, study and work quietly.

Hampton users also wanted more shelves of books and more areas to use laptops / desktop computers. The physical limitations on the Hampton library preclude these needs being met.

See Appendix 6 Library facilities and services
Demand analysis across Bayside’s library branches

Strategic planning of services and programs needs to consider the changes in demographic predictions to ensure the service is modern and relevant for future users. Tables 1 to 5 provide an overall demand analysis for library services across Bayside.

### Table 1: Beaumaris Library

<table>
<thead>
<tr>
<th>COMMUNITY PROFILE</th>
<th>SERVICE NEED</th>
<th>GAPS IN SERVICES</th>
<th>OPTIONS</th>
<th>CAPITAL</th>
<th>OPERATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Today</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The catchment area takes in Beaumaris, Black Rock and parts of Cheltenham. The Beaumaris/Black Rock area had a higher proportion of older workers and pre-retirees aged 50-59 years and seniors aged 70-84 years. The median age of residents was 44 years, one of the highest in the municipality. Cheltenham has a higher proportion of pre-schoolers, young work force and parents with less people in the elderly category.</td>
<td>Current programs are listed in Appendix 3.</td>
<td>The Beaumaris Library currently provides a satisfactory service that caters for current and future needs.</td>
<td>Continue to research, monitor and evaluate programs and layout of spaces to respond to the changing future need.</td>
<td>No capital budget is allocated in the Long Term Financial plan for changes to this branch.</td>
<td>No additional operating budget required.</td>
</tr>
<tr>
<td><strong>Future</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population forecasts for the southern areas of Bayside, including the suburbs of Beaumaris and Black Rock, show an expected decline in the following age groups by the year 2030: 0-4 year olds 5-11 year olds 35-49 year olds These suburbs will experience significant increases in the number of residents aged 25 – 34 years and 50 years and over. Cheltenham has a higher proportion of pre-schoolers and a lower proportion of persons at post retirement age.</td>
<td>A change in population profile means increased need for:  - IT training and digital literacy  - volunteering and social connection activities  - study space for people pursuing training and education opportunities  - Storytime and other early years services.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

“Beaumaris is a well run library with accessible friendly staff. The art in foyer is always interesting.”

“Beaumaris library suits my requirements and helpful staff. Libraries are vital to all suburbs.”
Table 2: Brighton Library

<table>
<thead>
<tr>
<th>COMMUNITY PROFILE</th>
<th>SERVICE NEED</th>
<th>GAPS IN SERVICES</th>
<th>OPTIONS</th>
<th>CAPITAL</th>
<th>OPERATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Today</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>This catchment has a higher proportion of empty nesters and retirees aged 60-69 years, and smaller proportion of parents and ‘homebuilders’. The median age of residents was 44 years, with Brighton having the highest median age of 45 years.</td>
<td>Current programs are listed in Appendix 4.</td>
<td>The Brighton Library currently provides a satisfactory service that caters for current and future needs. During 2017-2018 refurbishments will take place to provide more study areas, and utilise the space in a more flexible way.</td>
<td>Continue to research, monitor and evaluate programs and layout of spaces to respond to the changing future need.</td>
<td>2017/2018</td>
<td>No additional operating budget required.</td>
</tr>
<tr>
<td><strong>Future</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brighton and Brighton East are forecasted to experience a decline in the following age groups by the year 2030:</td>
<td>A change in population profile means increased need for:</td>
<td></td>
<td>Total $645,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0-4 year olds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5-11 year olds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12-17 year olds</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(East Brighton only)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>35-49 year olds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(East Brighton only)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>These suburbs will experience significant increases in the number of residents aged 25 – 34 years and 60 years and over.</td>
<td>- IT training and digital literacy</td>
<td></td>
<td>$315,000 grant from Local Government Victoria – Living Libraries</td>
<td>$330,000 from Council</td>
<td></td>
</tr>
</tbody>
</table>

“*To have a library like Brighton is an asset to the community.*”

“The staff at Brighton library are wonderful. Extremely kind and helpful.”
Demand analysis across Bayside’s library branches

**Table 3: Hampton Library**

<table>
<thead>
<tr>
<th>COMMUNITY PROFILE</th>
<th>SERVICE NEED</th>
<th>GAPS IN SERVICES</th>
<th>OPTIONS</th>
<th>CAPITAL</th>
<th>OPERATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Today</strong>&lt;br&gt;This catchment has a high proportion of parents and ‘homebuilders’ aged 35-49 years, with primary school age children. The median age of residents was 42 years.</td>
<td>Current programs are listed in Appendix 4.</td>
<td>Significant gaps in many core and value added library services.</td>
<td>Refurbish the current building to provide additional space for study areas.</td>
<td>$750K</td>
<td>The operational budget will be dependent on which direction Council takes this service. If a two storey option on the current site is selected a review of opening hours and additional EFT would be required.</td>
</tr>
<tr>
<td><strong>Future</strong>&lt;br&gt;Hampton has experienced a 41% increase in the number of people who are empty nesters (2006-2011) and is anticipated to experience a further 32% increase in this group to 2030.</td>
<td>A change in population profile means increased need for:</td>
<td>Significantly below industry standards for library floor space.</td>
<td>Redevelop current site with a two storey building that will provide value for investment and provide opportunity to lease one floor to provide a service compatible with the library such as a co-working hub.</td>
<td>$1.92m</td>
<td></td>
</tr>
</tbody>
</table>
  
  – Story time and other early years services  
  – IT training and digital literacy  
  – Volunteering and social connection activities  
  – Study space for people pursuing training and education opportunities.  

“While the location of Hampton library is fantastic, a larger selection of books would be brilliant, and a public toilet is needed.”

*Table 3: Hampton Library*
**Table 4: Sandringham Library**

<table>
<thead>
<tr>
<th>COMMUNITY PROFILE</th>
<th>SERVICE NEED</th>
<th>GAPS IN SERVICES</th>
<th>OPTIONS</th>
<th>CAPITAL</th>
<th>OPERATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Today</strong></td>
<td><strong>This catchment has a high proportion of parents and ‘homebuilders’ aged 35-49 years. The suburb is also an aged care hub and so has a higher proportion of frail aged residents. The median age of residents was 43 years.</strong></td>
<td>Study spaces for students and workers.</td>
<td>Expand floor space.</td>
<td>$1.55m</td>
<td>No additional operating budget required.</td>
</tr>
</tbody>
</table>
| **Future**         | **Highett and Sandringham area is also forecast to experience high rates of growth in the following age groups:** 0-4 years, 5-11 years, 12-17 years, 18-24 years, 25-34 years | – Story time and other early years services  
– Digital literacy  
– Study space for students and workers pursuing training and education opportunities. | Option 2. One level extensive refurbishment | $3.88m | No additional operating budget required. |
|                    | **It can be anticipated that these population trends will lead to increased demand in the central areas of the municipality.** | Option 3. Two levels | $7.47m | Additional $150,000 per annum. |

“**Husband used Sandy library for many years and enjoyed every minute there.”**

“**Bayside libraries are excellent, particularly Sandringham.”**
Demand analysis across Bayside’s library branches

### Table 5: Highett/Hampton East

<table>
<thead>
<tr>
<th>COMMUNITY PROFILE</th>
<th>SERVICE NEED</th>
<th>GAPS IN SERVICES</th>
<th>OPTIONS</th>
<th>CAPITAL</th>
<th>OPERATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Today</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>This catchment has a higher proportion of ‘young workforce’ aged 25-34 years and parents and ‘homebuilders’ aged 35-49 years, with young children. This catchment is the ‘youngest’ area of Bayside with the median age of residents being 40 years. The majority of Bayside’s public housing is located in this catchment.</td>
<td>Current programs are listed in Appendix 4.</td>
<td>An outreach program in partnership with local NFP organisations is currently provided at some public housing estates. The service is limited because of resourcing limitations. Immediate service improvements are possible through the provision of additional programs.</td>
<td>Provide 1.0 EFT staff to deliver enhanced outreach programs to the Highett/Hampton East areas.</td>
<td>Nil</td>
<td>Additional $70,000 per annum.</td>
</tr>
</tbody>
</table>

| **Future** | | | | | |
| These local area population trends are quite distinct within Bayside City Council and reflect specific demand for a range of library services in this area including: | | | Provide options for a library service in Highett. | $8-9m | Additional $750,000 per annum. |
| – Language collections | – Early years literacy programs | – Study and reading spaces | – Library programs that engage and support young people. | | |

**“We would be lost without them.”**

**“I love the library and use it frequently. It was even more important when my children were little.”**
“Libraries in general are very important community resources, and the services they provide for those who want and/or need them are vital in promoting and maintaining good mental health and wellbeing. Keep up the excellent work.”
Bringing a modern library service to life.

Recommendations to strengthen our library services

The 2016 Library Services Review provided an analysis on the existing services, programs and infrastructure (refer to Appendix 2).

The following provides recommendations to improve and strengthen Bayside’s library services and infrastructure to support the current and future needs of our community.

The recommendations can be broadly defined under five areas:
- Better service provision
- Strategic marketing
- Improved performance measuring
- Efficient operations
- Purpose built infrastructure
Recommendation 1. Better service provision

To respond to the changing customer profiling, needs and expectations of our community, it is recommended to improve the services by:

1. Re-focusing the Library Services Strategy around the four themes of:
   - Supporting Lifelong Learning
   - Providing Access to Information
   - Strengthening Community Connection
   - Enhancing Literacy

2. Develop a Bayside Library Literacy Plan that:
   - Evaluates current literacy programs and services provided by the library in comparison to best practice among Victorian public libraries
   - Surveys local educational and community literacy providers and assesses needs and gaps
   - Identifies staff and program resourcing requirements
   - Establishes a 3-year implementation plan that provides an innovative, integrated approach to the development of print and digital literacy services for residents of all ages
   - Presents Bayside Literacy Services Plan, along with any operational requirements, to Council for adoption.

3. Strengthen the Differentiated Service Delivery Model (DSDM)

   Within Bayside library there are a range of core collections, programs and services provided at each of its branch library service points. A differentiated service delivery model defines those additional collections, products and services targeted at specific user segments at individual branch libraries/ service points in response to demand, demographic factors and other factors. See Appendix 4 for further detail on programs and services.

   The 2015 K2 Consultant’s report, Bayside Library Services Study, analysed in considerable detail the services provided by the library, both service-wide and at each branch library, and explored options for future localised service and product differentiation.

   - Beaumaris – Creative Library
   - Brighton Library – International Library
   - Sandringham Library – Library and Heritage Centre
   - New Highett Library – Early Years

   Through the strategic marketing plan it is recommended to showcase alternative library services such as new technologies, local history & information and community languages available at the different branches. This too will also promote the potential for library users to visit different libraries that are not near their location of residence and attract new members who were not aware these services existed.
Recommendation 2. Develop a strategic marketing plan

It is recognised through the research that there is an opportunity to increase visitation and use of programs to existing members and increase membership to non-users. This can be done through a strategic marketing plan that will:

- Use research to identify and better understand library users and non-users
- Identify a targeted approach to promoting library services, the value and benefits of using a library
- Promote the differentiated services available across the branches to expand the use and membership of libraries in Bayside
- Increase visitation and use of programs and services of existing members
- Increase new memberships, visitation and use of programs and services
- Create overall awareness of the public value that Bayside libraries offer to its rate payers.

Recommendation 3. Improved performance measuring

Bayside currently measures its performance through quantitative satisfaction surveys, visitations, attendance of programs and items borrowed per capita. For the purpose of continuous improvement and delivering services based on need, to improve the way the service is measured and set new benchmarks based on the new strategic direction. It is therefore recommended to:

1. Review library programs
   - Focus on type, attendance, location, marketing, staff resourcing, costs and cost-benefit.
   - Consider outcomes to be benchmarked to establish reasons for the disparity and identify areas for improvement.

2. Review the collection
   - The adequacy of collection resourcing, utilising most recent data from the benchmark group to provide a comparative context.
   - The size of the current collection with regard to the benchmark group and the level of annual collection discards.

3. Develop better customer surveys
   - That Council consider introducing annual, standardised customer surveys such as the Nexus library survey in order to gain detailed, longitudinal comparative customer data with regard to library resources, programs and services to better inform priority setting in service delivery.

4. Be outcome focused
   - That outcome measures be established based on the recommendations of the Standards, Guidelines and Outcome Measures for Australian Public Libraries published by the Australian Library and Information Association.
Recommendation 4. Efficient operations

In a strategically focused, results-oriented customer service organisation it is desirable that there be a high degree of alignment between strategic objectives and outcomes with roles and performance indicators of each staff position. It is recommended to align staff roles and resources with the new strategic direction of the library services.

Recommendation 5. Purpose built infrastructure

Bayside currently has four libraries in Brighton, Hampton, Sandringham and Beaumaris. Refer to page 11 for library locations.

To better align the infrastructure required to deliver the modern library services in the future, it is recommended to improve the existing assets. The following recommendations are based on the Council resolution in July 2016 (refer Appendix 1) as well as the infrastructure needed to deliver the recommended services (refer Appendix 2a).

| The feasibility scope considers options for: |
|OPTION 1 | OPTION 2 | OPTION 3 |
|------------------------------------------|
| Sandringham expansion | Hampton upgrade | New library in Highett |

People Places

People Places: A guide for public library buildings in NSW is the industry standard across Australia for developing and designing libraries. People Places outlines suggested floor space areas dependant on population and the layout of those floor spaces depending on current and future age cohorts. The use of People Places in the design of libraries in Victoria is one of the criteria that the State Government uses when assessing grant applications.
Option 1. Expanding the Sandringham library

As shown previously in Table 4 Sandringham library will experience high rates of growth in the following age groups:

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-4 years</td>
<td>12-17 years</td>
</tr>
<tr>
<td>5-11 years</td>
<td>18-24 years</td>
</tr>
</tbody>
</table>

It can be anticipated that these population trends will lead to increased demand in the central areas of the municipality particularly for story time sessions and other early years services and study space for students and workers.

In addition, the differentiated service delivery model recommends the expansion of the Sandringham library floor space to become a Library and Heritage Centre. Moving the existing local history and Council historical documents to Sandringham library from Brighton library, thus freeing up much needed space at Brighton. This also provides the opportunity to work with the local historical societies to preserve Bayside’s historical heritage.

“Sandringham library is fantastic – it is a well loved community resource, the staff are amazing, I would recommend expanding the site for a larger library.”
The proposed redevelopment provides for three options:

**Option A – Minor Upgrade, doesn’t meet future service requirements**

A single storey refurbishment that would expand the floor space from 492sq m to 725sq m but provides no linkages to the Historical Society. This option allows for repainting, recarpeting and some minor structural works but does not fully respond to the community need.

**Exclusions**
- Shelving & new furniture
- Costs to relocate the historical society
- Only refurbishes 70% of the building

**Risks**
- Only provides an additional 220sq m of floor space.
- Does not meet People Places guidelines for floor space.

**Option B – Moderate Upgrade, meets future service requirements**

A single storey redevelopment would increase the library floor space from 492sq m to approximately 800sq m. This option meets service level aspirations and community needs as outlined above. The option also supports the public value statement noted by Council at the 26 July 2016 Council meeting “nurturing community identity by preserving local history and offering a centrepiece at the heart of the community that shapes our public realm and maximises our shared value whilst simultaneously connecting individuals to the wider world.”

**Option C – Major Upgrade, more than meets future service requirements**

A two storey option with a 400sq m Heritage Centre incorporated within the Library would recognise the work of the volunteer groups in collecting and preserving Bayside’s heritage and give the community access to a wide variety of resources pertaining to the local area. This would increase the library floor space to 1,283 sq m. Not only would this be of benefit to the community but would ensure the future of the historical societies who are struggling with succession planning and managing collections.

Note: this option would also include the requirement to provide 2.0 EFT staff to provide customer service within the expanded multi-level library service.

Council has purchased the masonic hall in Abbott Street and intends to refurbish this building for the use of community groups this includes the Sandringham Life Activity Club and the Sandringham and District Historical Society.

Temporary library services may be delivered via a shop front or pop up library service at limited hours in Sandringham while the redevelopment is taking place.
Option 2. Transforming the Hampton library (service and building)

In 2016 Council resolved to retain the Hampton Library and upon upgrading the Sandringham Library the Hampton Library will be transitioned to an innovative centre for learning.

In response to this, multiple options have been researched. It is recommended to consult community about these options to determine the need and expectations for any change to service in Hampton.

These options are potentially suitable for a similar library space within the Hampton Community Hub facility should this project be realised.

“Hampton is too small – it’s just a token – needs much expansion.”
## Service options for Hampton

<table>
<thead>
<tr>
<th>LIBRARY DIFFERENTIATION</th>
<th>SERVICES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The Book Library</strong></td>
<td>- Book lending  &lt;br&gt; - Vinyl, DVDs lending  &lt;br&gt; - Book Clubs</td>
</tr>
<tr>
<td><strong>The Digital Library</strong></td>
<td>- Tablets and laptops for loan  &lt;br&gt; - Online learning courses  &lt;br&gt; - Streaming content / cable tv  &lt;br&gt; - Educational and recreational games</td>
</tr>
<tr>
<td><strong>The Learning Space</strong></td>
<td>- Digital literacy classes for seniors  &lt;br&gt; - Coding classes for children  &lt;br&gt; - Online learning courses</td>
</tr>
<tr>
<td><strong>The Library of Things</strong></td>
<td>- Lends out things E.g. tools, Wi-Fi hotspots, tablets, sewing machines, bread makers  &lt;br&gt; - Host classes for learning</td>
</tr>
<tr>
<td><strong>The Co working Space</strong></td>
<td>- Shared working environment  &lt;br&gt; - Concierge / facilitator to encourage connections</td>
</tr>
</tbody>
</table>

The feasibility of a Hampton Hub needs to be considered in regards to the library in the existing space in the future. Community consultation could be done with the Hampton Hub.

It is recommended to optimise the service opportunities presented by the repurposing of the Hampton Library, to extend, and at least double the space by building a 2-storey library. This also means that potential combinations of the spaces described in the table above could be provided to the community.

**Combinations that would give great synergies to this increased space are:**
- The Book Library and Digital Library
- The Library of Things and the Co working Space
- The Digital Library and The Learning Space
- The Learning Space and The Co working Space.

Any increase to operating costs for Hampton would be dependent on the size of any redevelopment and any changes to opening hours which are currently 35 hours per week, 23 hours less than the other branch libraries.

Refer to Appendix 7 for a full report on the service opportunities for Hampton Library.

Several potential sites were investigated for their feasibility of being redeveloped.
Option 3. A new library in Highett

for a new library of a minimum of 1000 sq m. Potential sites that have been considered include the Brighton Seniors Advice Bureau (BSAB) site in Hampton East, the Livingston Street Community Hub and the CSIRO site.

Four options are presented:

1. Buy an existing facility
2. Lease an existing facility
3. Redevelop at the Livingston Street Community Hub in Highett or BSAB in Katoomba Street Hampton east
4. CSIRO site

“I think libraries are a wonderful place to borrow books, spend time reading, meet friends. They provide many people with a safe place to gather and enjoy reading listening to music, studying.”
1. Buy an existing building

The opportunities to purchase an existing building are limited due to the nature of the requirements for a new public library. The real estate on offer over the last six months was not suitable given the proximity to public transport, square meterage and cost to refurbish old infrastructure.

2. Lease an existing building

Similarly with buying an existing building, leasing has limited opportunities and is unfeasible in the long term.

3. Redevelop at the Livingston Street Community Hub in Highett or BSAB in Katoomba Street Hampton East

The Brighton Seniors Advice Bureau in Hampton East site is located within an existing residential area but the site is too small to accommodate for a new facility of the required 1000 sq m size with associated car parking. The impacts to the residential area would also be considered detrimental to the local amenity.

Livingston Street Highett has an established community service presence but is surrounded by residential properties. There is an opportunity to redevelop the community centre and add a second storey, however there are existing traffic and parking congestion issues and it would be unlikely to gain approval to build given the impacts on local amenity that would result from more intensified use of this street.

4. New facility

The CSIRO site has the potential for Council to build a library and other community services with associated parking.

The purchase of the CSIRO site is currently being negotiated with Council and the State Government. Meetings held in February this year with local community service providers expressed an interest in a multi service hub.

The processes involved to acquire, rezone and redevelop the CSIRO site are complex and could potentially take up to 4-5 years to resolve. To build a new library facility would cost in the region of $8-9m, this does not include other infrastructure required by other agencies for a multi service hub. Operating costs for a new library service with the same opening hours as Brighton, Sandringham and Beaumaris libraries would be in the region of $750-$800k per annum.

Current library services in Highett

Library services are currently provided in Highett through outreach programs at public housing sites run in conjunction with community organisations and other Council departments. Service provision to this area of the municipality can be improved by extending the outreach programs available. This would require 1.0 EFT staff to deliver.

An opportunity also exists to partner with the Highett Community Centre to act as an agency for the Library Service. The community may pick up library items they have reserved from the collection and return them as well.

In addition a library service is provided by Kingston City Council on Highett Road about 200m from the train station. The Highett library is similar in size to Hampton Library and open the same number of hours, 35 per week.

“They are already wonderful and any improvements would greatly benefit the community.”
Summary of recommendations

Council officers have completed extensive work to review library services across the municipality.

This has included a two-stage services review and assessment of infrastructure that responds to the Council resolution.

The aspirations of the Council Plan along with the vision of a modern public library present the opportunity to deliver library infrastructure, services and programs that will meet the future needs and wants of the community.

Recommendations
- Better service provision
- Develop strategic marketing
- Improved performance measuring
- Efficient operations
- Purpose built infrastructure
Recommendations for service improvements:

Better service provision
- Refocus objectives
- Develop a literacy plan
- Strengthen the differentiated service delivery model

Strategic marketing
- Develop a strategic marketing plan

Improved performance measuring
- Review programs and collection plan
- Develop better surveys
- Develop outcome measures

Efficient operations
- Align staff roles with objectives

Purpose built infrastructure
- Expand Sandringham Library at a cost of $3.88m to meet the future needs of the community
- Consult with the community on service options for Hampton, whether in the refurbished of the current site or in a community hub
- Develop plans to build a library on the CSIRO site in Hightett
- Expand outreach programs to the Highett/Hampton East areas through the addition of 1.0 EFT staff.

“I feel that libraries should be designed to share information, culture and the arts on any subject. Community centers cater for group activities such as business meetings...”

“I think bayside library provides a fantastic service. Keep up the good work.”
Appendix

Council Resolution
Council resolution of 26 July 2016

1. notes the Library Services Review Report;

2. resolves, subject to a detailed financial assessment to:

   a) expand the floor space of Sandringham Library, either through utilisation of the current building or through redevelopment on the site;

   b) retain the Hampton Library. Upon upgrading the Sandringham Library the Hampton Library will be transitioned to an innovative centre for learning. Multiple options will be presented for community consultation including a centre of Wi-Fi excellence and community meeting spaces.

   c) based on the findings of the library services review resolves to build a new library in the Highett/Hampton East area within close proximity to the train station within 4 years.

The justification for a new Highett/ Hampton East Library is:

– The lack of any Bayside library services in the eastern half of the municipality;

– The inadequate capacity of library services in Highett/Moorabbin/ Cheltenham to meet Bayside Library users needs;

– The population of Highett/ Hampton East is expanding. In the last two years 302 units and apartments have been approved in this area, this will continue to grow in the future, particularly with the new Highett Grassy Woodland development. This additional population requires a proper library to service their needs; and;

– Highett/ Hampton East have pockets of the highest socio-economic disadvantage in Bayside. These communities would benefit most from the education and social connection benefits of a library.

d) notes that further operational improvements to library services and programs will be subject to finalisation of Stage Two of the Service Review.

“Hopefully libraries will remain a constant in our communities for all.”

“They are fabulous libraries and we should treasure them. We should not go the way of the UK, which has shut many libraries down..”
Appendix A

Service Review: Infrastructure
TABLED DOCUMENT

ITEM 10.13

Library Service Review
Service Review: Library Services

Library Services
Service Review

Report and Recommendations on
Library Infrastructure

Service Review Team
July 2016
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  2.1 Background to Council service delivery .................................................. 3
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1 Service review purpose and method

A service review has been conducted of the Library services provided by Bayside City Council. The purpose of service reviews is to systematically evaluate and analyse services to ensure that Council is delivering the right services, in the most effective and efficient way and at the right price.

The key drivers for the review of library services were to:

- Identify the purpose and role of the library service as it relates to community well-being, lifelong learning and social connectedness
- Identify a service model that provides equitable access for residents and enhances the liveability of Bayside within a culture of continuous improvement

The review has considered the nature of Bayside’s library services and capacity to meet current and future needs of the community. Specifically:

- Delivery locations / options
- Strategic partnership / alliance opportunities
- Service offerings and options for delivery

A cross-organisational group of Council staff has undertaken the service review.

The review process has involved:

- Examining the findings of previous reports and studies of Bayside library services including the Library Services study 2015 prepared by K2 Planning
- Reviewing state, national and international studies of library service provision and trends
- Consulting with 984 community members, both users and non-users, via a survey
- Consulting with 632 library users through on-site survey interviews
- Compiling information on assets, finances and personnel
- Compiling feedback from the Customer Request Management System (CRMs)
- Benchmarking with other Councils
- Site visits by the review team

The library service review is reporting in two stages.

Stage 1: Library infrastructure, reporting to Council in July 2016.

This stage has focussed on the location of library services and the infrastructure required for delivery to meet the current and future needs of the Bayside community. Reporting on this stage has been prioritised to enable timely consideration of infrastructure needs prior to the commencement of the ‘caretaker period’ of Council on 20 September 2016.

Stage 2: Library programs and service, to be completed in late 2016

This stage will examine operational issues regarding the service offer, particularly specific programing and services offered at each location. Extensive community consultation and feedback gathered through the review will inform this stage of the review. A report will be provided to Council for information on the outcomes of this stage. Decisions on programing will be made operationally.
2 Summary of current library services in Bayside

2.1 Background to Council service delivery
Libraries have been a core local government service in Bayside since 1910, when the Brighton Library, which started as part of the Brighton Mechanics Institute, passed to control of the Brighton Council. The City of Sandringham Free Library opened in 1958, the Hampton Library in 1960 and Beaumaris Library in 1970.

The role and community expectations of libraries in Bayside, as in other parts of the world, have been evolving over time. People still expect their libraries to lend books, but libraries now have much broader roles, involving literacy, education, social connections, access to technology, and supporting economic activity.

Legislation and funding

There is no legislation requiring Council to run a library service; however the State Government provides grant funding to assist councils with running library services with the grant tied to meeting conditions as defined in the funding agreement. The funding agreement was developed in 1996 and is currently undergoing a review. Government grants in 2014/15 totalled $619,300, which was 15% of total expenditure, with user fees and charges contributing 3% and Council contributing the remaining 82%. The funding agreement defines ‘core’ and ‘value added’ library services as follows:

Core Library Services:

1. Provide free entry to library;
2. Provide access to the library’s information resources, regardless of format;
3. Free access to networked information resources must be provided at each library branch to a level sufficient to meet demand;
4. In order to meet equity, disability and related requirements, libraries must consider providing more liberal access to some;
5. Provide assistance with the use of collection and with reference enquiries;
6. Provide training in the use of public access catalogues;
7. Lend items in the collection to members of the public for specific periods of time;
8. Educate the public in the effective use of libraries;
9. Provide special programs such as storytelling;
10. Provide any additional service which enables access to other basic services (books on wheels, bulk loans etc).

Value-add library services (may incur a charge or fee)

1. Provide access to loans from collections outside the public/state library network, such as academic, government or special libraries;
2. Reserving items in the collection;
3. Providing printed or electronic copies of materials held or accessed by a library;
4. Requiring staff to undertake research;
5. Providing any service which attracts an external service charge eg. Speakers, theatre performers.
2.2 Location and hours of Bayside libraries

Services are provided to the community through four physical locations, one outreach location (Elsternwick public housing estate) and the internet. Brighton, Sandringham and Beaumaris libraries are each open for 58 hours a week, Hampton for 35 hours a week and a further 2 hours per fortnight outreach service is provided at the community centre on the Elsternwick estate. For the purposes of this report the suburbs of Brighton, Hampton, Sandringham and Beaumaris are defined as suburbs in the west of the municipality and those of Highett, Hampton East and Cheltenham as suburbs in the east of the municipality.

Table 1: Library branch locations and opening hours

<table>
<thead>
<tr>
<th>Library</th>
<th>Address</th>
<th>Opening Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beaumaris Library</td>
<td>96 Reserve Road</td>
<td>Mon –Thurs: 10am - 8pm Fri: 10am - 6pm Sat: 10am - 4pm Sun: 1pm - 5pm</td>
</tr>
<tr>
<td>Brighton Library</td>
<td>14 Wilson Street</td>
<td>Mon, Tues: 10 am - 6 pm Wednesday: CLOSED Thurs, Fri: 10 am - 6 pm Sat: 10am – 1 pm, Sun: CLOSED</td>
</tr>
<tr>
<td>Sandringham Library</td>
<td>2-8 Waltham Street</td>
<td></td>
</tr>
<tr>
<td>Hampton Library</td>
<td>1D Service Street</td>
<td></td>
</tr>
</tbody>
</table>

The location of Bayside Library services and libraries in adjacent municipalities that are close to Bayside are shown in figure 1. The location and access to services is one of the key issues examined in section 3 below.
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<table>
<thead>
<tr>
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<th>Address</th>
<th>Opening Hours</th>
</tr>
</thead>
</table>
| Beaumaris     | 96 Reserve Road       | Mon –Thurs: 10am - 8pm  
                                             | Fri: 10am - 6pm  
                                             | Sat: 10am - 4pm  
                                             | Sun: 1pm - 5pm |
| Brighton      | 14 Wilson Street      | Mon, Tues: 10 am - 6 pm  
                                             | Wednesday: CLOSED  
                                             | Thurs, Fri: 10 am - 6 pm | |
| Sandringham   | 2-8 Waltham Street    | Mon –Thurs: 10am - 8pm  
                                             | Fri: 10am - 6pm  
                                             | Sat: 10am – 1 pm,  
                                             | Sun: CLOSED |

The location of Bayside Library services and libraries in adjacent municipalities that are close to Bayside are shown in figure 1. The location and access to services is one of the key issues examined in section 3 below.

2.3 Current service

2.3.1 Library membership

Bayside libraries had a total of 43,205 registered members in 2015, of whom just over half are defined as ‘active members’, meaning that they have borrowed a book in previous twelve months. Brighton Library has the highest membership of the four branches, with 8,773 active members recorded in 2015, and Hampton has the lowest utilisation with 2,281 active members.
Figure 2: Bayside Library membership and active membership by Branch, 2015

Library membership figures underestimate total library use as they do not take into account people who are not registered members, but are using the library for other facilities such as computers, study or to attend talks and programs. Research undertaken for this review found that the proportion of people interviewed when visiting the library who were not library members ranged between 7% of library visitors at Hampton to 14% at Brighton.

Library membership figures and utilisation rates in Bayside are reasonably high compared with other municipalities. The Local Government Performance Reporting figures collected by the State Government and reported on the ‘Know your Council’ website show that in Bayside, 22% of residents were active library members compared to similar councils with 20% active membership, as shown in figure 3. Our neighbouring councils all recorded lower active membership figures, with Glen Eira and Kingston both recording 17%, active membership and Port Phillip 20% library participation.
Library membership figures underestimates total library use as they do not take into account people who are not registered members, but are using the library for other facilities such as computers, study or to attend talks and programs. Research undertaken for this review found that the proportion of people interviewed when visiting the library who were not library members ranged between 7% of library visitors at Hampton to 14% at Brighton.

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2.3.2 Library service offer
Six objectives have been developed arising from the Bayside Library Arts and Culture Strategy 2012-2017 underpin the current library service delivery. These are to:

- support a reading culture
- support early years literacy
- support digital literacy
- support social inclusion and connections
- provide lifelong learning opportunities
- provide access to information

The service mix offered at each branch has been developed to achieve these objectives. These include: children’s programs such as story time; access to computers and other technology; author talks; book clubs; and spaces to read and study. The programs and services at each branch are summarised in Appendix 1.

Stage 2 of the service review will examine services in detail, incorporate community feedback as well as identified continuous improvement opportunities.
2.3.3 Expenditure on Bayside library services
The overall operating and capital expenditure on Bayside libraries in 2014/15 was $4,133,765. Grants received from the state government totalled $619,300. Income from fees and charges totalled $102,542, leaving a net cost to council of $3,411,923. Council therefore contributes 82% of the costs of running the library service as shown in figure 4.

Figure 4; Library funding source

The cost allocation to each branch is shown in table 2, together with the number of staff (EFT), visitors and loans. This table does not include the cost of utilities and building maintenance.
2.3.3 Expenditure on Bayside library services

The overall operating and capital expenditure on Bayside libraries in 2014/15 was $4,133,765. Grants received from the state government totalled $619,300. Income from fees and charges totalled $102,542, leaving a net cost to council of $3,411,923. Council therefore contributes 82% of the costs of running the library service as shown in figure 4.

Figure 4; Library funding source

The cost allocation to each branch is shown in table 2, together with the number of staff (EFT), visitors and loans. This table does not include the cost of utilities and building maintenance.

Table 2: Salaries, Operating, Capital, Loans and Visits by Branch and EFT

<table>
<thead>
<tr>
<th></th>
<th>BRIGHTON</th>
<th>BEAUMARIS</th>
<th>SANDRINGHAM</th>
<th>HAMPTON</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hours open</td>
<td>2900</td>
<td>2900</td>
<td>2900</td>
<td>1750</td>
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<tr>
<td>EFT</td>
<td>7</td>
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<td>5.5</td>
<td>2.5</td>
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<tr>
<td>Overheads</td>
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<td>Admin staff,</td>
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<td>collection</td>
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<td>and management</td>
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<tr>
<td>Relief staff &amp;</td>
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<td>$33,959</td>
<td>$13,583</td>
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<td>Additional hrs</td>
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<tr>
<td>Shelvers</td>
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<td>$0</td>
</tr>
<tr>
<td>Staff</td>
<td>$557,079</td>
<td>$438,655</td>
<td>$400,012</td>
<td>$186,338</td>
</tr>
<tr>
<td>Operating</td>
<td>$48,847</td>
<td>$30,530</td>
<td>$30,530</td>
<td>$12,202</td>
</tr>
<tr>
<td>Capital</td>
<td>$150,000</td>
<td>$93,750</td>
<td>$93,750</td>
<td>$3,750</td>
</tr>
<tr>
<td>TOTAL COST</td>
<td>$1,256,567</td>
<td>$906,511</td>
<td>$867,868</td>
<td>$380,968</td>
</tr>
<tr>
<td>Cost per opening</td>
<td>$433</td>
<td>$313</td>
<td>$299</td>
<td>$262</td>
</tr>
</tbody>
</table>

|                  | 297,878  | 133,642   | 168,163     | 59,092  |
| Total Visitors   | 42,554   | 22,461    | 30,575      | 23,636  |
| Visits per staff | 103      | 46        | 58          | 34      |
| per opening      |          |           |             |         |
| Visits per opening hours | 202,034 | 30,575    | 69          | 34      |
| Total Loans**    | 356,093  | 202,034   | 200,971     | 58,784  |
| Loans per staff  | 50,870   | 33,955    | 36,540      | 23,513  |
| member           | 123      | 70        | 69          | 34      |
| Loans per opening hour | $184,961 | $184,961  | $73,984     |

* Costs are gross costs, income has not been included
** Loans are physical items from the branch library and do not include e-loans.

Bayside library service is cost effective when compared with other councils. The Know Your Council website shows that Bayside cost per library visit is $5.24 compared with a cost of $6.52 for comparable councils.1

1 Costs reported for the Local Government Reporting Framework are calculated on a different basis, excluding capital and including some other expenses.
Demographic trends and demand for library services

The Bayside population, like all of Melbourne, is growing. Population forecasts suggest that in the next five years, the most significant growth will be in the suburbs of Highett, Sandringham and Cheltenham as shown in figure 6.

Figure 6 Forecast percentage population growth, Bayside suburbs, 2016 to 2021

Source: Population and household forecasts prepared by id consulting, October 2015.
The population is ageing. The number of people aged 70 – 84 years is expected to increase by 59.9% from 8,502 people in 2011 to 13,592 people in 2030. This older population is most evident in the southern areas of the municipality particularly in Black Rock and Beaumaris. Bayside also has significant numbers of people living alone with 23.1% of households being lone persons in 2011. With the population ageing, it can be expected that even more people will be living in alone in the future.

There are also increasing numbers of Bayside residents who work from home (2,621 people in 2006; 3,068 people in 2011), or work part time (42.4% of workers 2006, 46% of workers in 2011). Recent research shows that home workers and people working part time are increasingly looking for access to library services such as meeting rooms, reading spaces, quite work areas and access to e-resources and information.

While Bayside is overall a socially advantaged area, the above population trends point to emerging pockets of social isolation across Bayside. Elderly people are particularly vulnerable to social isolation as their levels of physical mobility change and increasingly they are living alone. Elderly people contribute significantly to demand for a range of library services including computer training programs and events and activities that provide opportunities for social connection.

While most residents of Bayside (80%) were connected to the internet, at the time of the last census in 2011, overall Bayside has a higher proportion of residents with no internet connection (13.7%) than local government areas with similar demographic characteristics, such as Boroondara (11.6%) and Stonnington (12.2%).

Social trends in Hampton, Hampton East and Highett are distinct from other areas of Bayside in a number of ways. Census data shows that residents in these areas are more likely to be socially disadvantaged:

- significant proportions of low income households, Bayside has higher proportions than Greater Melbourne as a whole;
- particularly high numbers of residents with no internet connection in Hampton East (21.9%), Highett (17.6%) and Cheltenham (16%);
- significant numbers of people with no car ownership (13% of Hampton residents 2011);
- more individuals in the younger age groups who are in need of assistance, compared to Bayside overall.

Hampton East is classified as a relatively socially disadvantaged area according to the Socio-Economic Index for Areas (SEIFA) constructed by the Australian Bureau of Statistics (ABS). For disadvantaged communities, libraries can play a crucial role in supporting language and learning, particularly in relation to early childhood literacy. Regular reading experiences develop early literacy skills which are highly correlated to school achievement and graduation rates. Young children from disadvantaged families are less likely to be read to by their parents on regular basis.
These demographic changes all point to a need for library services to increasingly reach out to the community and ensure that library services are accessible to all, and most particularly to more vulnerable community members.

3 Key findings of review

3.1 Public value of the service

The service review team considers that Bayside Library Services deliver public value by:

- enriching the lives of individuals within the Bayside Community by presenting an equal opportunity for social inclusion and engagement, and by developing and fostering reading and literacy skills for people of all ages;
- delivering access to, and leadership in, information provision and technological advancements whilst adapting to changing societal demands;
- nurturing community identity by preserving local history and offering a centrepiece at the heart of the community that shapes our public realm and maximises our shared value whilst simultaneously connecting individuals to the wider world.

Consultation undertaken as part of this review and during the development of the Bayside Community Plan has affirmed that the library service is important to the Bayside community with high levels of community satisfaction. Benchmarking data confirms that Bayside libraries provide a comparatively low cost service delivering value for money.

The main ways in which outcomes for the community can be improved to increase the public value of the library service have been identified as:
- Increased access to library services for residents of Highett, Hampton East and Cheltenham, and for disadvantaged children and adults throughout Bayside;
- Rationalisation of library services in the Hampton and Sandringham areas to provide more usable space that is able to accommodate books, technology and spaces for reading, work, study and library programs for children and adults to meet community needs.

These issues are discussed in detail in the following sections.

3.2 Community and customer views

This service review has been informed by extensive community consultation, research and analysis. Almost 1,000 residents responded to a survey that was mailed to a random sample of 5,000 residents, made available through the Council web page, and promoted through social media and the seniors’ newsletter. The mail out was weighted towards Highett / Hampton East, as beyond some outreach programs, Bayside does not currently provide library services to these areas. Questions asked in the survey included use of the libraries, reasons for non-use, priorities for library services, spaces and facilities, importance of libraries and general comments.

In addition, an independent consultant was contracted to conduct interviews at Bayside library branches. A total of 632 people were interviewed about their use of the libraries, activities undertaken and time spent there, and ideas for improvement.

The rich information gathered from the community through these methods is still being analysed and will be used to develop the recommendations about programs and services in stage two of the service review. Issues relating to library infrastructure have been analysed for this stage.

Only 14% of the people responding to the survey did not use Bayside libraries. Most reasons given indicated they were self-sufficient in accessing materials, but 19% were not sure what libraries have on offer.

Figure 8: Reasons for not using Bayside Library Service

Note: Multi response n=132, 242 responses. Will total more than 100%
Only eight per cent identified problems getting to a branch as an impediment. The majority of people interviewed in the libraries travelled there by car, except for Hampton visitors, of whom 47 percent travelled there by car and 46 per cent on foot, as shown in figure 9.

**Figure 9: method of transport to library branches - library visitors interviewed May 2016**

![Graph showing method of transport to library branches](image)

In relation to library facilities and services, book borrowing and quiet places to read or study were the highest priorities, with informal or formal meeting places the lowest ranking, although these were also seen by the majority of respondents as desirable, important or essential.

**Figure 10: importance of library facilities and services**

![Graph showing importance of library facilities and services](image)

In relation to provision of spaces in branch libraries, users of every branch identified there should be more space for ‘activities that encourage children to read and learn’. The majority of users of the Brighton, Hampton and Sandringham branches wanted more areas to read, study and work quietly. Hampton users also wanted more shelves of books and more areas to use laptops / desktop computers. The physical limitations on the Hampton library preclude these need being met.

In relation to general comments, the strongest theme (65 percent of comments) was positive feedback about the value of libraries in general and Bayside staff and services in particular. Many suggestions were made about individual branches and resources and these are being examined in the next stage of the review.

The most common concerns expressed were about noise and lack of separation between spaces where people could read or work quietly and spaces where group activities or social interactions took place. The capacity, or otherwise, of these concerns being addressed is dealt with in the recommendations about individual branches in the next section.

Some particular proposals and issues were explored through the survey to test the level of community support.

**Meeting places / café:** responses to the household survey ranked libraries as a ‘meeting place’ of the least importance for the Bayside community.

**Finding – meeting places / café to be included only in new builds or major upgrades if need is identified.**

**Business hub:** there was lower interest in libraries providing formal meeting rooms/business spaces.

**Finding:** Business hub to be included only in new builds or major upgrades if need is identified.

**Quiet places for reading and study:** the role of libraries as a place to borrow books and as a quiet space is the overwhelming view of survey respondents.

**Finding – consider the important ‘core’ functions and the need for quiet space to be separated from other areas when developing programs, allocating resources and designing or modifying physical spaces.**

3.3 Library locations and buildings

As outlined in section 2, the location of Bayside’s libraries does not provide easy access to all residents. In particular the eastern suburbs of Highett, Hampton East and Cheltenham are not well served, but in the western side of Bayside, there are two libraries within one and a half kilometres of each other along the Sandringham railway line: Sandringham and Hampton branches.

The catchment areas and distances travelled to each branch have been analysed using library members’ residential addresses and branch from which they have borrowed books. This shows the catchment area for Hampton largely being overlapped by the Brighton and Sandringham catchments as shown in figure 11.
In relation to provision of spaces in branch libraries, users of every branch identified there should be more space for ‘activities that encourage children to read and learn’. The majority of users of the Brighton, Hampton and Sandringham branches wanted more areas to read, study and work quietly. Hampton users also wanted more shelves of books and more areas to use laptops / desktop computers. The physical limitations on the Hampton library preclude these need being met.

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Business hub: there was lower interest in libraries providing formal meeting rooms/ business spaces.

Finding: Business hub to be included only in new builds or major upgrades if need is identified.

Quiet places for reading and study: the role of libraries as a place to borrow books and as a quiet space is the overwhelming view of survey respondents.

Finding - consider the important ‘core’ functions and the need for quiet space to be separated from other areas when developing programs, allocating resources and designing or modifying physical spaces.

3.3 Library locations and buildings
As outlined in section 2, the location of Bayside’s libraries does not provide easy access to all residents. In particular the eastern suburbs of Highett, Hampton East and Cheltenham are not well served, but in the western side of bayside, there are two libraries within one and a half kilometres of each other along the Sandringham railway line: Sandringham and Hampton branches.

The catchment areas and distances travelled to each branch have been analysed using library members’ residential addresses and branch from which they have borrowed books. This shows the catchment area for Hampton largely being overlapped by the Brighton and Sandringham catchments as shown in figure 11.
Industry standards and benchmarking studies suggest that in order to meet the needs of users a contemporary library should be approximately 1,000 square metres or greater in size. Currently Brighton meets this standard. Beaumaris at 900 square metres is close to this and has been assessed, based on visitation and population forecasts as acceptable. Sandringham has 525 square metres and Hampton 180 square metres, or less than one fifth of the space suggested for a modern library. Library floor space and visitor numbers are shown in figure 12.
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Each of Bayside’s libraries has a different size and character.

**Brighton Library**

Brighton Library is the largest and busiest library with the highest membership and number of visitors. It is in a heritage listed building which places constraints on changes that can be made to the building structure. Reconfiguration within the current structure is currently underway and should provide improved usable spaces that provide better separation between users with different needs.

---

**Figure 12 Library floor space and visitor numbers**

![Figure 12 Library floor space and visitor numbers](image)

<table>
<thead>
<tr>
<th>Floor Area (m²)</th>
<th>Visitors - 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brighton</td>
<td>1250</td>
</tr>
<tr>
<td>Beaumaris</td>
<td>900</td>
</tr>
<tr>
<td>Sandringham</td>
<td>525</td>
</tr>
<tr>
<td>Hampton</td>
<td>180</td>
</tr>
<tr>
<td>Visitors - 2014</td>
<td>271,557</td>
</tr>
<tr>
<td></td>
<td>120,910</td>
</tr>
<tr>
<td></td>
<td>152,040</td>
</tr>
<tr>
<td></td>
<td>53,831</td>
</tr>
</tbody>
</table>

Source: Bayside Library Services Study 2015
Beaumaris Library

Beaumaris Library is well laid out with an open and inviting feel. Extensively renovated ten years ago, it is the most ‘fit for purpose’ of Bayside’s libraries. The only infrastructure issue identified through the review is the need to consider pathway upgrades to improve accessibility from the car park.

Sandringham Library

Sandringham Library enjoys an excellent location surrounded by cafes and community amenities, close to the Sandringham railway station and a supermarket. It has a higher number of visitors than Beaumaris but the existing floor space is too small, with constant pressure on study and reading spaces and children’s areas. It sits within the same building footprint as the Sandringham Historical Society (which shares some space with the library) and the senior’s Centre, also owned by Council is adjacent, under the same roofline. This space is not highly utilised.

Recommendation 1

Expansion of the Sandringham Library floor space, either through expanding the space currently occupied by the Sandringham Historical Society and Seniors Centre or through adding a first floor (subject to engineering assessment).
Hampton Library

Hampton Library is the smallest branch, with the lowest membership and visitation numbers. Although it is well located, close to the Hampton shopping centre and railway station, the building is too small to function as a modern library. At 180 square metres it is well below the benchmark standard of 1,000 square metres. Due to the proximity of other buildings and the carpark and there is no capacity to expand it in the current location. The majority of respondents to the survey who used this branch identified shortcomings, particularly the need for more space for book shelves, computers, children’s activities and areas to read, study or work quietly. The population size in the Hampton / Sandringham area, even having regard to projected population growth, is not sufficient to support two full sized libraries operating a cost effective service across the range of hours that the community expects from its libraries.

Recommendation 2

It is recommended that, following expansion of the Sandringham Library the Hampton Library be closed. Options for providing increased outreach, home delivery or a catalogue and book drop off / delivery point in a central location in Hampton should be explored so that current branch users with limited mobility are not disadvantaged.

Highett, Hampton East and Cheltenham

Residents in Highett, Hampton East and Cheltenham do not have easy access to an existing Bayside Library. Information has been sought from neighbouring municipalities, Kingston and Glen Eira about the utilisation of their libraries by Bayside residents.

Nearly 2,500 Bayside residents are active members of libraries in Glen Eira, of which 1,400 are members of the Bentleigh Library, as shown in table 3.
Table 3 Glen Eira Branch Libraries – Number of Active Bayside Members, 2015 by Suburb

<table>
<thead>
<tr>
<th>Suburb of Library Member</th>
<th>Bentleigh</th>
<th>Carnegie</th>
<th>Caulfield</th>
<th>Elsternwick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brighton</td>
<td>161</td>
<td>40</td>
<td>99</td>
<td>200</td>
</tr>
<tr>
<td>Brighton East</td>
<td>707</td>
<td>99</td>
<td>274</td>
<td>63</td>
</tr>
<tr>
<td>Hampton</td>
<td>255</td>
<td>46</td>
<td>46</td>
<td>20</td>
</tr>
<tr>
<td>Highett</td>
<td>158</td>
<td>24</td>
<td>24</td>
<td>11</td>
</tr>
<tr>
<td>Sandringham</td>
<td>34</td>
<td>11</td>
<td>14</td>
<td>4</td>
</tr>
<tr>
<td>Beaumaris</td>
<td>86</td>
<td>29</td>
<td>29</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,401</strong></td>
<td><strong>249</strong></td>
<td><strong>486</strong></td>
<td><strong>308</strong></td>
</tr>
</tbody>
</table>

Information provided by Kingston indicates that 2,190 Bayside residents are active members of the libraries closest to Bayside. One third of the Moorabbin library members are Bayside residents and 27 per cent of members across the three libraries live in Bayside.

Table 4 Kingston Branch Libraries – Number of Active Bayside Members, 2015

<table>
<thead>
<tr>
<th>Library Membership</th>
<th>Cheltenham</th>
<th>Highett</th>
<th>Moorabbin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kingston/Other Residents</td>
<td>4,099</td>
<td>1,239</td>
<td>552</td>
</tr>
<tr>
<td>Bayside Residents</td>
<td>1,388</td>
<td>527</td>
<td>275</td>
</tr>
<tr>
<td><strong>Total Membership</strong></td>
<td><strong>5,487</strong></td>
<td><strong>1,766</strong></td>
<td><strong>827</strong></td>
</tr>
</tbody>
</table>

The Kingston libraries are small, and Highett and Moorabbin are open for limited hours, with Highett and Moorabbin both closed on Wednesdays and Sundays. Weekly hours of these libraries, and the Bayside libraries are shown in Table 5.

Table 5: Library hours, Bayside, Kingston, Glen Eira

<table>
<thead>
<tr>
<th>Kingston</th>
<th>Weeks hours</th>
<th>Days open</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cheltenham</td>
<td>47</td>
<td>7</td>
</tr>
<tr>
<td>Highett</td>
<td>19</td>
<td>5</td>
</tr>
<tr>
<td>Moorabbin</td>
<td>22</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Glen Eira</th>
<th>Weeks hours</th>
<th>Days open</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bentleigh, Carnegie</td>
<td>63</td>
<td>7</td>
</tr>
<tr>
<td>Caulfield</td>
<td>54</td>
<td>7</td>
</tr>
<tr>
<td>Elsternwick</td>
<td>31</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Bayside</th>
<th>Weeks hours</th>
<th>Days open</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brighton, Sandringham, Beaumaris</td>
<td>58</td>
<td>7</td>
</tr>
<tr>
<td>Hampton</td>
<td>35</td>
<td>5</td>
</tr>
</tbody>
</table>

Bayside residents of Highett, Hampton East and Cheltenham can access libraries in either Kingston or Bayside, though accessibility barriers may be limiting residents of these suburbs use of libraries. Opportunities to enhance library accessibility and services should be explored. An approach has been made to Kingston to discuss provision of library services and any potential partnership opportunities.
Recommendation 3

It is recommended that potential partnership opportunities and service models are explored with Kingston for library service provision to service residents on either side of the municipal border.

There are major new residential developments under construction and planned in Hampton East/ Moorabbin and Highett including on the CSIRO site. There may be opportunities to locate a new library in association with one of these new developments, either on council-owned land or as leased space in a private development.

Recommendation 4

That Council investigate as part of the discussions with Kingston opportunities and funding options for a new library site associated with residential developments in Highett and Hampton East/Moorabbin.

As previously noted, there are significant levels of disadvantage in these suburbs and exploration of a new library service will take some time. The community identified ‘taking books out to the people’ and ‘reading programs for children’ as high priorities for library services. Increased outreach services can provide a highly accessible entry to language and learning programs for disadvantaged families.

Recommendation 5

That council increase outreach programs in Highett and Hampton East with a focus on developing children’s literacy.

3.3 Other approaches to service delivery

3.3.1 Models of library service provision

In Australia, libraries are generally seen as the responsibility of local government. However, there are other possible models of library service provision in addition to services delivered by a single council, as currently occurs in Bayside.

There are three organisational models of public library service currently offered in Victoria:

1) **Single council services.** There are 36 single council library services in Victoria including Bayside.

2) **Regional corporations.** There are 11 library corporations, mainly in regional and urban fringe locations, including Casey-Cardinia Library Corporation and Eastern Regional Libraries, delivering services to the municipalities of Knox, Maroondah and Yarra Ranges. Library corporations are constituted under the Local Government Act and have the same operating and reporting structures as municipal councils.

3) **Fee-for-service.** One council library service (City of Ballarat) provides all the administrative support to six small rural municipalities for a fee.
The service review has examined these models and has not seen any advantages in the adoption of a regional corporation model. As outlined previously, discussions with Kingston City Council about partnership approaches to services in the east of the municipality are proposed.

3.3.2 Other methods of service delivery

**Mobile Libraries**
Semi-trailers, buses or vans are used to offer library services at designated stops on a regular basis. They are usually used in regional areas.

**Joint-use libraries**
Usually located within schools, this model is mostly found in Tasmania and South Australia. Joint-use libraries are not generally seen as successfully meeting the needs or either group.

**Community Hubs**
Community Hubs offer library services co-located with other community services such as a community centre, community health services, maternal and child health services.

**Shop front libraries**
Libraries rent retail space or are provided with space for a peppercorn rent by developers who regard libraries as a drawcard for the retail sector.

**Unstaffed libraries**
Also known as open libraries this model is popular in Scandinavia where borrowers swipe themselves into a library using their library card. In 2013 there were 180 unstaffed public libraries in Denmark (out of 450).

**Book Vending machines**
Book vending machines are pre-loaded with resources that can be retrieved by swiping a library card. The University of Sydney has recently installed book vending machines at two of its libraries.

Some of these alternative models of service delivery are opportunities for Bayside to consider, particularly where there are gaps in the current library infrastructure. It is therefore proposed to discuss with Kingston City Council potential models of library service provision as outlined in Section 3.3.

4 Conclusion

This report addresses Stage 1: Library infrastructure needed to deliver library services equitably and effectively to the Bayside community.

The review has found there is a very high level of support within the community for Council to continue to deliver library services, however the location, size and configuration of the current four library branches is not optimal to serve the broader Bayside community. Two branches: Brighton and Beaumaris are of a suitable size and location. With minor modifications to enhance the service offer they can continue to meet community needs and aspirations.
Consolidation of the Hampton and Sandringham libraries into an expanded floor space in Sandringham is proposed in order to provide one modern, fit for purpose, accessible library serving residents of Sandringham and Hampton.

Residents in the eastern side of Bayside are currently not well served by Bayside libraries. Discussions with Kingston and exploration of other opportunities associated with new residential developments are proposed in order to establish improved access to quality library services for all Bayside residents.

Stage Two of this review is scheduled for completion in late 2016 and will examine operational issues regarding service offer, particularly specific programming including outreach, and services offered at each location.

5 Summary of recommendations

Recommendation 1

Expansion of the Sandringham Library floor space, either through expanding in the space currently occupied by the Sandringham Historical Society and Seniors Centre or through adding a first floor (subject to engineering assessment).

Recommendation 2

It is recommended that, following expansion of the Sandringham Library the Hampton library be closed. Options for providing increased outreach, home delivery or a catalogue and book drop off / delivery point in a central location in Hampton should be explored so that current branch users with limited mobility are not disadvantaged.

Recommendation 3

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Recommendation 4

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Recommendation 5

That council increase outreach programs in Highett and Hampton East with a focus on developing children’s literacy.
# Appendix 1: Current Library programs and services by branch

<table>
<thead>
<tr>
<th>Services</th>
<th>Beaumaris</th>
<th>Brighton</th>
<th>Hampton</th>
<th>Sandringham</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public access PCs</td>
<td>6</td>
<td>8</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Wireless Hotspots</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Apple Mac</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Charge bar Photocopying, printing and scanning</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Language Collection</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Greek</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chinese</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>German</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>French</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Japanese</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Italian</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Russian</td>
<td>✓</td>
<td></td>
<td></td>
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</tr>
<tr>
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<tr>
<td>myReader</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>3D printer &amp; technologies</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reference/information</td>
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<td>✓</td>
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<td>✓</td>
</tr>
<tr>
<td>Council Information</td>
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<tr>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Home Library Service</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
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<td>Weekly</td>
<td>Fortnightly</td>
<td>-</td>
<td>Weekly</td>
</tr>
<tr>
<td><strong>Programs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baby Rhyme Time</td>
<td>Monthly</td>
<td>Twice a month</td>
<td>Monthly</td>
<td>Monthly</td>
</tr>
<tr>
<td>Toddler Storytime</td>
<td>Weekly</td>
<td>Twice a week</td>
<td>Weekly</td>
<td>Weekly</td>
</tr>
<tr>
<td>Pre-School Story Time</td>
<td>Twice a week</td>
<td>Twice a week</td>
<td>Weekly</td>
<td>Twice a week</td>
</tr>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Book Clubs</strong></td>
<td>2 per month</td>
<td>3 per month</td>
<td>1 per month</td>
<td>2 per month</td>
</tr>
<tr>
<td>Book Chat</td>
<td>Monthly</td>
<td>Monthly</td>
<td>Monthly</td>
<td>Monthly</td>
</tr>
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<td>eLearning and Technology Training Program</td>
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<td></td>
<td></td>
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<td>Genealogical Group</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Device Advice</td>
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<td>✓</td>
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<td></td>
</tr>
<tr>
<td>Author events</td>
<td>✓</td>
<td>✓</td>
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<td></td>
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<tr>
<td>Workshops</td>
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<td>✓</td>
<td>✓</td>
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<td>Summer Read - Children</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Summer read – Adults</td>
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<td>✓</td>
<td></td>
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### Appendix 1: Current Library programs and services by branch

<table>
<thead>
<tr>
<th>Branch</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beaumaris</td>
<td><strong>Public access PCs</strong>&lt;br&gt;6 8 2 6&lt;br&gt;<strong>Wireless Hotspots</strong>&lt;br&gt;<strong>Language Collection</strong>&lt;br&gt;Greek&lt;br&gt;Chinese&lt;br&gt;German&lt;br&gt;French&lt;br&gt;Japanese&lt;br&gt;Italian&lt;br&gt;Russian&lt;br&gt;<strong>Local Area Reference Collection</strong>&lt;br&gt;<strong>3D printer &amp; technologies</strong>&lt;br&gt;<strong>Reference/information Council Information</strong>&lt;br&gt;<strong>Meeting Rooms</strong>&lt;br&gt;<strong>Home Library Service</strong>&lt;br&gt;<strong>Justice of the Peace</strong> Weekly Fortnightly - Weekly&lt;br&gt;<strong>Programs</strong>&lt;br&gt;Baby Rhyme Time&lt;br&gt;Monthly Twice a month&lt;br&gt;Toddler Storytime&lt;br&gt;Weekly Twice a week&lt;br&gt;Pre-School Story Time&lt;br&gt;Twice a week&lt;br&gt;School Holiday Program&lt;br&gt;<strong>Book Clubs</strong>&lt;br&gt;2 per month 3 per month 1 per month&lt;br&gt;<strong>Book Chat</strong>&lt;br&gt;Monthly Monthly Monthly Monthly&lt;br&gt;<strong>Technology space and programs (Create, Play, Learn)</strong>&lt;br&gt;<strong>Gaming</strong>&lt;br&gt;<strong>Spaces</strong>&lt;br&gt;Read &lt;br&gt;Meet&lt;br&gt;Study&lt;br&gt;Relax</td>
</tr>
<tr>
<td>Brighton</td>
<td><strong>Public access PCs</strong>&lt;br&gt;<strong>Wireless Hotspots</strong>&lt;br&gt;<strong>Language Collection</strong>&lt;br&gt;Greek&lt;br&gt;Chinese&lt;br&gt;German&lt;br&gt;French&lt;br&gt;Japanese&lt;br&gt;Italian&lt;br&gt;Russian&lt;br&gt;<strong>Local Area Reference Collection</strong>&lt;br&gt;<strong>3D printer &amp; technologies</strong>&lt;br&gt;<strong>Reference/information Council Information</strong>&lt;br&gt;<strong>Meeting Rooms</strong>&lt;br&gt;<strong>Home Library Service</strong>&lt;br&gt;<strong>Justice of the Peace</strong> Weekly Fortnightly - Weekly&lt;br&gt;<strong>Programs</strong>&lt;br&gt;Baby Rhyme Time&lt;br&gt;Monthly Twice a month&lt;br&gt;Toddler Storytime&lt;br&gt;Weekly Twice a week&lt;br&gt;Pre-School Story Time&lt;br&gt;Twice a week&lt;br&gt;School Holiday Program&lt;br&gt;<strong>Book Clubs</strong>&lt;br&gt;2 per month 3 per month 1 per month&lt;br&gt;<strong>Book Chat</strong>&lt;br&gt;Monthly Monthly Monthly Monthly&lt;br&gt;<strong>Technology space and programs (Create, Play, Learn)</strong>&lt;br&gt;<strong>Gaming</strong>&lt;br&gt;<strong>Spaces</strong>&lt;br&gt;Read &lt;br&gt;Meet&lt;br&gt;Study&lt;br&gt;Relax</td>
</tr>
<tr>
<td>Hampton</td>
<td><strong>Public access PCs</strong>&lt;br&gt;<strong>Wireless Hotspots</strong>&lt;br&gt;<strong>Language Collection</strong>&lt;br&gt;Greek&lt;br&gt;Chinese&lt;br&gt;German&lt;br&gt;French&lt;br&gt;Japanese&lt;br&gt;Italian&lt;br&gt;Russian&lt;br&gt;<strong>Local Area Reference Collection</strong>&lt;br&gt;<strong>3D printer &amp; technologies</strong>&lt;br&gt;<strong>Reference/information Council Information</strong>&lt;br&gt;<strong>Meeting Rooms</strong>&lt;br&gt;<strong>Home Library Service</strong>&lt;br&gt;<strong>Justice of the Peace</strong> Weekly Fortnightly - Weekly&lt;br&gt;<strong>Programs</strong>&lt;br&gt;Baby Rhyme Time&lt;br&gt;Monthly Twice a month&lt;br&gt;Toddler Storytime&lt;br&gt;Weekly Twice a week&lt;br&gt;Pre-School Story Time&lt;br&gt;Twice a week&lt;br&gt;School Holiday Program&lt;br&gt;<strong>Book Clubs</strong>&lt;br&gt;2 per month 3 per month 1 per month&lt;br&gt;<strong>Book Chat</strong>&lt;br&gt;Monthly Monthly Monthly Monthly&lt;br&gt;<strong>Technology space and programs (Create, Play, Learn)</strong>&lt;br&gt;<strong>Gaming</strong>&lt;br&gt;<strong>Spaces</strong>&lt;br&gt;Read &lt;br&gt;Meet&lt;br&gt;Study&lt;br&gt;Relax</td>
</tr>
<tr>
<td>Sandringham</td>
<td><strong>Public access PCs</strong>&lt;br&gt;<strong>Wireless Hotspots</strong>&lt;br&gt;<strong>Language Collection</strong>&lt;br&gt;Greek&lt;br&gt;Chinese&lt;br&gt;German&lt;br&gt;French&lt;br&gt;Japanese&lt;br&gt;Italian&lt;br&gt;Russian&lt;br&gt;<strong>Local Area Reference Collection</strong>&lt;br&gt;<strong>3D printer &amp; technologies</strong>&lt;br&gt;<strong>Reference/information Council Information</strong>&lt;br&gt;<strong>Meeting Rooms</strong>&lt;br&gt;<strong>Home Library Service</strong>&lt;br&gt;<strong>Justice of the Peace</strong> Weekly Fortnightly - Weekly&lt;br&gt;<strong>Programs</strong>&lt;br&gt;Baby Rhyme Time&lt;br&gt;Monthly Twice a month&lt;br&gt;Toddler Storytime&lt;br&gt;Weekly Twice a week&lt;br&gt;Pre-School Story Time&lt;br&gt;Twice a week&lt;br&gt;School Holiday Program&lt;br&gt;<strong>Book Clubs</strong>&lt;br&gt;2 per month 3 per month 1 per month&lt;br&gt;<strong>Book Chat</strong>&lt;br&gt;Monthly Monthly Monthly Monthly&lt;br&gt;<strong>Technology space and programs (Create, Play, Learn)</strong>&lt;br&gt;<strong>Gaming</strong>&lt;br&gt;<strong>Spaces</strong>&lt;br&gt;Read &lt;br&gt;Meet&lt;br&gt;Study&lt;br&gt;Relax</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Beaumaris</th>
<th>Brighton</th>
<th>Hampton</th>
<th>Sandringham</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology space and programs (Create, Play, Learn)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Gaming</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Spaces</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Read</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Meet</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Study</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Relax</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
A render has not been produced for this concept as this option will be similar to the existing library layout.
Appendix B

Service Review: Service and Programs
BAYSIDE LIBRARY SERVICE
SERVICES REVIEW

REPORT AND RECOMMENDATIONS
ON SERVICES AND PROGRAMS
Contents

1 Introduction 2

2 Benchmarking 3

3 Strategic Objectives 12

4 Differentiated Service Delivery Model 15

5 Staffing and Structure 20

6 Recommendation Summary 26
1. Introduction

Project Scope

Stage 1

1. Ensure that the benchmarking process and accompanying metrics are accurate and effective and complete a gap analysis
2. Review objectives to meet future needs
3. Develop an effective, differentiated service delivery model that meets the current and future needs of residents within the current budget

Stage 2

4. Based on the proposed service delivery model conduct an assessment of both staffing levels and the current structure and present options to improve service efficiency and effectiveness, with potential for savings within current resourcing. Specifically identifying resource needs for expanded Sandringham Library and a possible Highett/Hampton East Library.

Stage 3

5. Create a suite of meaningful performance/outcome measures around the service objectives – Optional (Not required, Australian Library and Information Association published Standards, Guidelines and Outcome Measures for Public Libraries in late 2016)
6. Develop recommendations for the final report that will lay the ground for an innovative, responsive and sustainable library service for the City going forward.
2. Benchmarking

2.1 Local Government Performance Reporting Framework

The data as presented in the Service Review Research and Analysis Report (2016) as per the table below is verified as correct and we confirm our general agreement with the performance summary “Based on the above indicators, the performance of the Bayside library service is comparable to that of similar Councils, and consistently better than the Victorian average (all Councils). The cost per visit is significantly lower than similar Councils, indicating the Bayside library service overall is providing good value for money”.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Bayside</th>
<th>Similar Councils</th>
<th>All Councils</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilisation - Number of times a library resource is borrowed</td>
<td>5.65</td>
<td>5.92</td>
<td>4.56</td>
</tr>
<tr>
<td>Resource Standard – Proportion of library resources less than five years old</td>
<td>69% *</td>
<td>74.45%</td>
<td>64.73%</td>
</tr>
<tr>
<td>Service Cost – Cost of the library service per visit</td>
<td>$5.24</td>
<td>$6.52</td>
<td>$6.83</td>
</tr>
<tr>
<td>Participation – Active library members in the municipality</td>
<td>22%</td>
<td>20.09%</td>
<td>19.13%</td>
</tr>
</tbody>
</table>

While these results are positive, they are too limited to provide more than a broad snapshot of performance, hence the reliance on PLVN data in 2.2 following to enable a more focused analysis of library unit costs, resource utilisation and customer services.

*Note: Figures fluctuate depending on when they are determined due to the fluid nature of collection purchase/discard*
2.2 Public Libraries Victoria Network (PLVN) Performance Indicators

The Public Libraries Victoria Network (PLVN) collects data from all Victorian libraries annually. Its annual performance indicators for Victorian public libraries focus on 10 key indicators which represent a mix of input-output and performance information as follows:

- ** Appropriateness**:
  1. Active library members (LGPRF 22)
  2. Attendance at library programs per capita

- **Quality**:
  3. Turnover rate – physical items (LGPRF 19)
  4. Turnover rate – digital items
  5. Physical quality of library collection (LGPRF 20)

- **Cost**:  
  6. Cost of library service per capita
  7. Cost of library service per visit (LGPRF 21)
  8. Staff EFT per capita

- **Service**:  
  9. Number of public access devices per capita

It is noted that the Service Review Research and Analysis Report (2016) provides two tables of PLVN data, the first comparing Bayside with state averages and rankings in relation to the above indicators, and the second comparing Bayside with four nearby municipalities – Glen Eira, Kingston, Port Phillip and Stonnington.

As indicated by the benchmarking tables below, we have integrated all relevant PLVN data, included an increased number of indicators to provide a more complete picture of Bayside Library’s comparative performance and have broadened the context of the results by adding data from two additional metropolitan municipalities, Hobsons Bay and Moonee Valley who have gross populations and library services infrastructure similar to Bayside.

As library unit cost outputs tend to be more or less equally influenced by economies of scale and socio-demographic factors, the inclusion of data from these councils will serve to strengthen key findings.
Library Benchmarking Data

<table>
<thead>
<tr>
<th>Library</th>
<th>Population</th>
<th>Active members</th>
<th>Program Attendance per capita</th>
<th>Collection turnover rate – physical</th>
<th>Collection turnover rate – digital</th>
<th>Collection Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Glen Eira</td>
<td>144,059</td>
<td>17%</td>
<td>548</td>
<td>8</td>
<td>1.8</td>
<td>67%</td>
</tr>
<tr>
<td>Kingston</td>
<td>153,079</td>
<td>17%</td>
<td>189</td>
<td>4.8</td>
<td>1.6</td>
<td>69%</td>
</tr>
<tr>
<td>Port Phillip</td>
<td>104,846</td>
<td>35%</td>
<td>417</td>
<td>4.7</td>
<td>2.4</td>
<td>50%</td>
</tr>
<tr>
<td>Stonnington</td>
<td>105,981</td>
<td>18%</td>
<td>154</td>
<td>3.7</td>
<td>2.9</td>
<td>64%</td>
</tr>
<tr>
<td>Hobsons Bay</td>
<td>91,148</td>
<td>23%</td>
<td>469</td>
<td>4</td>
<td>1.4</td>
<td>70%</td>
</tr>
<tr>
<td>Moonee Valley</td>
<td>117,337</td>
<td>18%</td>
<td>454</td>
<td>5</td>
<td>2.6</td>
<td>65%</td>
</tr>
<tr>
<td>State average</td>
<td>n/a</td>
<td>19</td>
<td>304</td>
<td>5.3</td>
<td>2.5</td>
<td>66%</td>
</tr>
</tbody>
</table>

*Note: Figures fluctuate depending on when they are determined due to the fluid nature of collection purchase/discard*

<table>
<thead>
<tr>
<th>Library</th>
<th>Cost per capita</th>
<th>Staff EFT per capita</th>
<th>Public access PC’s per capita</th>
<th>Visits per capita</th>
<th>Cost per visit</th>
<th>Customer satisfaction rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Glen Eira</td>
<td>$46.84</td>
<td>0.33</td>
<td>0.28</td>
<td>4.95</td>
<td>$8.19</td>
<td>n/a</td>
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<tr>
<td>Kingston</td>
<td>$38.38</td>
<td>0.31</td>
<td>0.75</td>
<td>3.75</td>
<td>$8.37</td>
<td>7.7</td>
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<td>Port Phillip</td>
<td>$50.06</td>
<td>0.41</td>
<td>0.35</td>
<td>6.46</td>
<td>$6.80</td>
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<td>Stonnington</td>
<td>$60.75</td>
<td>0.37</td>
<td>0.43</td>
<td>5.87</td>
<td>$9.05</td>
<td>8.53</td>
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<tr>
<td>Hobsons Bay</td>
<td>$57.84</td>
<td>0.46</td>
<td>0.70</td>
<td>6.15</td>
<td>$7.04</td>
<td>n/a</td>
</tr>
<tr>
<td>Moonee Valley</td>
<td>$46.66</td>
<td>0.37</td>
<td>0.98</td>
<td>6.50</td>
<td>$5.96</td>
<td>8.00</td>
</tr>
<tr>
<td>State average</td>
<td>$39.57</td>
<td>0.30</td>
<td>0.65</td>
<td>5.01</td>
<td>$6.27</td>
<td>8.61</td>
</tr>
</tbody>
</table>
2.3 Benchmarking review and gap analysis

Active members

Bayside’s active membership of 22% combined with a state ranking of 13th of 46 library services is the best of the benchmarking group.

This is a good result given that those libraries with a higher result tend to be either rural libraries in regional cities with no competitors, or centrally located high-visibility library services such as Port Philip and Greater Dandenong.

There is potential to raise membership by implementing the following strategies:

1. Analyse current library users by postcode and neighbourhood locations to identify those areas and segments with low membership: population ratios
2. Conduct local focus groups at these locations to identify specific community literacy, learning and information needs and conduct targeted marketing to those residents
3. Survey dormant library members to clarify reasons for low use of library services and implement appropriate marketing and services strategies
4. Review the distribution of memberships within young families with a view to encouraging parents to ensure that children and teens have individual memberships.

Program attendance

Library programs are a central element in delivering the library’s objectives in critical areas of literacy, lifelong learning and community information and need to be well-targeted and efficient in their operation.

Bayside’s program attendance of 225 per capita against a state average of 304, a State ranking of 33rd and significant disparity with four of the six benchmark libraries, is out of step with its positive results across the benchmark data and requires investigation. It is noted that further analysis needs to be undertaken to understand the programs offered and the capacity of each program, for example, the Digital Helpdesk program may only have two attendees as it as personalised service. A measure that would better reflect the utilisation of programming is attendance based on capacity.

It is recommended that:

1. A review of library programs held over the past 12 months be conducted focusing on type, attendance, location, marketing, staff resourcing, costs and cost-benefit.
2. Review outcomes be benchmarked against selected libraries to establish reasons for the disparity and identify areas for improvement.
Collection turnover – physical [books and other items]

Collection turnover is based upon the ratio between collection size and loans. Bayside's turnover of 5.4 with a State ranking of 13/46 is second to Glen Eira among the benchmarking group.

While this is a good result, given Bayside Library’s relatively high levels of loans, as suggested earlier the library collection may be marginally oversized and could benefit from targeted discarding to cull low-interest material.

Collection turnover – digital items

Bayside's turnover of 3.0 for digital collections with a State ranking of 13 and the highest score among the benchmarking group is a commendable result and indicates that the collection has been well targeted and marketed.

Collection quality

Collection quality is measured by the percentage of the total collection purchased in the last five years. At 64%, a state ranking of 24 and the second lowest ranking among the benchmarking group, this result is unexpectedly low. It is recommended that a review be conducted into:

1. The adequacy of collection resourcing, utilising most recent data from the benchmark group to provide a comparative context and

2. The size of the current collection with regard to the benchmark group and the level of annual collection discards.

Cost per capita

Bearing in mind the marked city-rural divide in library services expenditure and the impact of economies of scale, library infrastructure, user demand and opening hours on library cost structures, Bayside’s cost per capita of $43.70 per capita, a State ranking of 19 and its ranking as the second lowest cost among the benchmark group after Kingston, is a very good result for a small municipality.

It should be noted that while the benchmark group leader Kingston has the lowest per capita cost of $38.38, it’s 12% cost differential to Bayside is relatively poor given its 54% greater population differential to Bayside. This underlines both the strength of Bayside’s result and the apparent inability of Kingston to realise significant economies of scale.
**Staff EFT per capita**

Interpreting the results of this indicator requires careful analysis as it is similarly impacted by those factors outlined above in regard to overall costs per capita.

At 0.36 staff EFT per capita, Bayside has a State ranking of 15 and is third lowest of the benchmark group. Similar to the overall cost figures this is a good result for a small metropolitan municipality and does not suggest particular issues with regard to overall staffing levels.

As a means of identifying opportunities to contain staff costs and potentially redirect resources to achieve greater library usage among hard-to-reach segments and communities, it is recommended that a staff resources benchmarking study be initiated with Glen Eira (0.33), Darebin (0.32), Brimbank (0.31) and Moreland (0.31) with a focus on library organisational structures, opening hours, administrative operations, staff rostering and work practices.

**Public access PCs per capita**

Although Bayside's provision of 0.56 PCs per capita is ranked at 27 in the state and is marginally less than the state average of 0.65, discussions with library staff indicate that user demand for PC’s overall is not at a level to warrant provision of additional units.

Given high levels of provision of public access PC’s are generally reflective of socio-economic factors, this is not a concern, though should a future library be constructed at Highett it could be expected that provision of public access PCs would be a highly sought service by the local community.

**Visits per capita**

Bayside’s visits per capita of 6.59 and 40% above the state average is an outstanding result. Although state rankings are not collected in relation to this indicator, this result would place Bayside within the top 5-7 libraries in the state.

**Cost per visit**

In tandem with Bayside’s high visits per capita ranking, it's Cost Per Visit of $4.57, 37% below the State average of $6.27, results in it being ranked 7th in the state.

While Bayside’s low-cost is primarily attributable to its high visits per capita, given the library service’s inability to achieve significant economies of scale, the alignment of its low staff per capita and cost per visit numbers suggest overall a combination of efficient operations and a relatively lean level of library resourcing.
Customer satisfaction

This is the second year that customer satisfaction data has been collected by PLVN where libraries are requested to provide any customer satisfaction information collected during the year. Given that at this stage there is no common approach to either survey design or data collection/analysis, no conclusions can be drawn as to the quality of the data or the significance of Bayside’s rating of 7.6, which via application of mainstream customer survey methodologies would be regarded as an acceptable result.

It is recommended that Council consider introducing annual, standardized customer surveys such as the Nexus library survey in order to gain detailed comparative customer data with regard to library resources, programs and services to better inform priority setting in service delivery.

Summary

For a relatively small metropolitan library service unable to realise the economies of scale of larger municipalities and Regional Library Corporations, the Bayside Library Service is performing consistently well both within the benchmark group and Statewide across all but a few key indicators.

The benchmarking data as presented in the Service Review Research and Analysis Report (2016) is confirmed as is our general agreement with the report’s performance summary:

“Based on the above indicators, the performance of the Bayside library service is comparable to that of similar Councils, and consistently better than the Victorian average (all Councils). The cost per visit is significantly lower than similar Councils, indicating the Bayside library service overall is providing good value for money.

Bayside is a small, efficient service with generous opening hours and loan periods and a hard-working collection.”

“The Bayside library service is performing better than the state average in relation to turnover rates. The service is on par with the state average in relation to the physical quality of the library collection. Attendance at library programs, customer satisfaction, and number of public access devices are lower than the state average. The cost of the library service and staff EFT per capita are higher than the state average”,

As indicated, Bayside compares extremely well with regard to unit cost outputs not only against neighbouring single-municipality libraries – Glen Eira, Kingston, Port Phillip and Stonnington, but two other high-performing single-municipality multi-branch services, Hobsons Bay and Moonee Valley.

Although Bayside’s low-unit costs are primarily attributable to its high visits per capita, taking into account its inability to achieve significant economies of scale realized by larger library services, this suggests efficient and effective operations against a relatively lean level of library resourcing.
In order to continuously raise performance in key benchmarks and address some specific shortcomings, recommendations are as follows:

RECOMMENDATION 1:
That library service use is raised by introduction of a promotional campaign targeted at current users and non-users to increase awareness of the benefits of library services, including utilising the following strategies:

- Analysing current library users by postcode and neighbourhood locations to identify those areas and segments with low membership: population ratios
- Conducting local focus groups at these locations to identify specific community literacy, learning and information needs and conduct targeted marketing to those residents
- Surveying dormant library members to clarify reasons for low use of library services and implement appropriate marketing and services strategies
- Reviewing the distribution of memberships within families with a view to encouraging parents to ensure that children and teens have individual memberships.

RECOMMENDATION 2:
That a review of library programs held over the past 12 months be undertaken with the identified benchmark partner libraries:

- The review to focus on type, attendance, location, marketing, staff resourcing, costs and cost-benefit.
- Review outcomes be benchmarked to establish reasons for the disparity and identify areas for improvement.

RECOMMENDATION 3:
A review be conducted into

- The adequacy of collection resourcing, utilising most recent data from the benchmark group to provide a comparative context, and
- The size of the current collection with regard to the benchmark group and the level of annual collection discards.
RECOMMENDATION 4:
That Council consider introducing annual, standardized customer surveys such as the Nexus library survey in order to gain detailed, longitudinal comparative customer data with regard to library resources, programs and services to better inform priority setting in service delivery.

RECOMMENDATION 5
That outcome measures be established based on the recommendations of the Standards, Guidelines and Outcome Measures for Australian Public Libraries published by the Australian Library and Information Association.

3. Strategic Objectives

3.1 Background
A key task of the Consultant Brief seeks to “Review objectives to meet future needs”.

The current Bayside Library Service purpose is:

- The library service provides access to information, resources, programs and spaces for all ages to learn, imagine, create and connect; contributing to a sense of belonging, enriched social life, wellbeing and livability in Bayside.

The Service Review Research and Analysis Report (2016) [ref. pages 3-10] provides an outline of the library service’s six strategic objectives and the resources and services employed to underpin their delivery:

- Support a reading culture
- Support early years literacy
- Support digital literacy
- Support social inclusion and connections
- Provide lifelong learning opportunities
- Provide access to Information

These objectives are reasonably well articulated and are similar to other public libraries in Australia and the western world who are grappling with the challenges of responding to quantum changes in information technology, society learning and information needs and resultant community expectations of library services. These are well acknowledged in the Research and Analysis Report, noting that “People still expect their libraries to lend books, but libraries now have much broader roles, involving literacy, education, social connections, access to technology, and supporting economic activity”
Following the trend of some leading public libraries in Australia and USA, it is proposed that the objectives be strengthened:

1. By adopting an overriding aim or mission for the library service and
2. Rephrasing the objectives in the form of fewer, pithy and more dynamic action statements

This approach would assist in:

1. Achieving greater clarity over the current and future direction of the library service
2. Effectively communicating the library’s role and purpose to the community
3. Creating focused performance/outcome measures around the service objectives as envisaged for stage 3 of the project
4. Enabling reassessment of the library organisational structure in the next stage of the project by providing a framework for aligning strategic priorities with key positions and accountabilities within the structure
5. The future review of the Library, Arts and Culture Strategy

3.2 Strategic objectives and literacy

Following assessment by the Service Review Team on 18 November, 2016, approval was given to redefining the library’s six current strategic objectives with a view to re-focusing the library’s strategic direction around the following four themes:

- Supporting Lifelong Learning
- Providing Access to Information
- Strengthening Community Connection
- Enhancing Literacy

It was considered that such an approach would provide greater clarity over the current and future direction of the library service and would more effectively communicate the library’s role and purpose to the community. It was also seen that the new strategic objectives as proposed could form the basis for a new strategic plan for library services.

As working principles, these strategic themes have been utilized as the basis for the development of the Differentiated Service Delivery Model in Part 4, and the Library Service structure as outlined in Part 5.
In refocusing its strategic objectives, while the library service generally performs well in delivering programs and services across the lifelong learning, information services and community connection areas, services across the complex literacy spectrum are not as well developed as other leading public library services in Melbourne.

Although educational attainment within the city is above the Melbourne metropolitan average, there appear to be substantial pockets where relatively low levels of print literacy exist across all ages, while digital literacy continues to be challenging particularly across the aging community. Certainly, should Council decide to establish a new library in the Highett/ Hampton East area, it can predicted that the literacy needs of communities within the catchment of the library will come sharply into focus and require a more dedicated, strategic policy position and service delivery plan.

While literacy resources in general are currently allocated principally to early years and digital literacy services, a clearly articulated strategy around community literacy is required to set priorities and resource requirements within the context of a long-term development strategy. The strategy would identify the current and future print and digital needs of the Bayside community and would recommend programs and services and staff and other resources to be delivered to various age groups and segments as part of a prioritised, phased program of implementation.

The strategy coupled with the appointment of a member of the library leadership team with an overriding coordinating role across the literacy spectrum, would ensure an integrated and coordinated approach to services and resources across early years, teen and adult print and digital literacy areas.

While it is appropriate that the Manager Libraries leads development of the strategy, implementation will be best delegated to a member of the library leadership team with skills in this area. An assessment of roles and workloads of the leadership team as part of the review of staffing and structure in Part 5 following suggests however that there is insufficient capacity for any team member to assume responsibility for such an initiative, either currently or in the foreseeable future. It should be noted that whether the role is a full-time one or less will ultimately depend upon the scope of the adopted strategy and workloads surrounding its implementation.

The report subsequently recommends that until such time that resources are found for the Literacy Services Coordinator role, as branch library development takes place any new Branch Librarian appointment includes responsibility for literacy services as a portfolio role.

**RECOMMENDATION 6:**
That Council re-focusing the library’s strategic direction around the four themes of Supporting Lifelong Learning, Providing Access to Information, Strengthening Community Connection, and Enhancing Literacy
RECOMMENDATION 7:
That the Manager Libraries develops a Bayside Library Literacy Strategy that:

- Evaluates current literacy programs and services provided by the library in comparison to best practice among Victorian public libraries
- Surveys local educational and community literacy providers and assesses needs and gaps
- Identifies staff and program resourcing requirements including consideration of a new position of Library Literacy Services Coordinator.
- Establishes a 3-year implementation plan that provides an innovative, integrated approach to the development of print and digital literacy services for residents of all ages.
- Presents Literacy Strategy to Council along with any operational requirements for adoption.

4 Differentiated Service Delivery Model

Within a public library context, a differentiated service delivery model defines those core collections, programs and services provided by a library service at each of its branch libraries/ service points. These are in contrast to those additional collections, products and services targeted at specific user segments at individual branch libraries/ service points in response to demand, demographic factors etc.

The 2015 K2 Consultants report Bayside Library Services Study analysed in considerable detail the services provided by the library, both service-wide and at each branch library/ service point, and explored options for future localized service and product differentiation.

Based on the individual strengths and service emphases at each service point, the report also explored the potential for the rebranding of each library, with the Beaumaris Library for example being recommended for branding as the “Creative Library”.

Following discussion of various options at the Service Review Team meeting in October 2016, A number of meetings were held with the library leadership team to establish a flexible draft model that would serve to clearly define to staff and the community the current overall service offer and product differentiation at the branch library level.

The following model represents the outcome of these discussions and is presented for further review and comment.
Differentiated Service Delivery Model:

<table>
<thead>
<tr>
<th>Branch Library</th>
<th>Resources/ Services/ Programs by Strategic Objective</th>
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<tr>
<td></td>
<td><strong>Lifelong Learning</strong></td>
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<td><strong>Access to Information</strong></td>
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<td></td>
<td><strong>Community Connection &amp; Customer Service</strong></td>
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<td></td>
<td><strong>Literacy (print and digital)</strong></td>
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<td><strong>Core Services</strong></td>
<td>Print and digital collections</td>
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<td><strong>Collections, services &amp; programs provided across all service points</strong></td>
<td>Create Play Learn</td>
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<td></td>
<td>Technology training</td>
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<td>Device Advice Digital</td>
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<td>Literacy Program</td>
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<td>Digital helpdesk program</td>
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<td>Wifi</td>
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<td>Public Access Computers</td>
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<td>Study space</td>
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<td>Book Clubs</td>
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<td>Author events and workshops</td>
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<td>Print and digital collections</td>
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<td>Current Council papers and documents</td>
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<td>Professional Librarians – information enquiries, reading advise, research</td>
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<td></td>
<td>Trained customer service staff</td>
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<td>Customer service desk</td>
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<td>Digital helpdesk</td>
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<td>Home library service</td>
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<td>Community Language collection (including magazines and newspapers)</td>
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<td>Community Language collection (including magazines and newspapers)</td>
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<td></td>
<td>JP program</td>
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<td>Storytime – (3 levels)</td>
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<td></td>
<td>Create Play Learn</td>
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<td></td>
<td>Early years Outreach (visits to schools, day care centres, kinders, MCH centres and housing estates)</td>
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<td></td>
<td>Early years [schools and kindergartens] visits to libraries</td>
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<td>Bay Book Bags</td>
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<td>Digital helpdesk program</td>
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<td>Device Advice</td>
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<td>Digital Literacy Program</td>
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<td>Technology training</td>
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<td>Public housing outreach programs (Elsternwick)</td>
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<td>Creating Play Learn</td>
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<td>Wide range of technology with specialist staff</td>
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<td><strong>Beaumaris – the “Creative Library”</strong></td>
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<td><strong>Differentiated Collections, Services &amp; Programs</strong></td>
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<td></td>
<td>Print and digital collections – everything is available for lending</td>
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<td></td>
<td>Print and digital collections – everything is available for lending</td>
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<td></td>
<td>Community Language – Japanese</td>
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<td>Gaming area – Providing recreation</td>
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<td></td>
<td>Creating Play Learn</td>
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<td>Wide range of technology with specialist staff</td>
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<td>Branch Library</td>
<td>Lifelong Learning</td>
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<tr>
<td>Brighton – the “International Library”</td>
<td>Create meeting/private study space</td>
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<tr>
<td>Differentiated Collections, Services &amp; Programs</td>
<td>Print and digital collections – Lending and Non-lending, and Historical collection of Bayside Council documents</td>
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<td>Technology training and dedicated training room</td>
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<td>Branch Library</td>
<td>Resources/ Services/ Programs by Strategic Objective</td>
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<td>Literacy (print and digital)</td>
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<td>Back Issues of print newspapers – 2 months</td>
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<td>Seniors Computer Club</td>
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<td>Genealogy club</td>
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<td>relocated to Sandringham</td>
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<td>Genealogy resources (to be relocated to Sandringham)</td>
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<tr>
<td>Required Infrastructure</td>
<td>Create more flexible areas</td>
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<tr>
<td>Improvements</td>
<td>Move History/heritage collections to future expanded</td>
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<tr>
<td>Hampton - the “Shopfront</td>
<td>Sandringham</td>
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<tr>
<td>Library”</td>
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<tr>
<td>Differentiated Collections,</td>
<td>Print and digital collections – predominately</td>
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<td>Services &amp; Programs</td>
<td>children’s and adult popular collections</td>
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<td>children’s and adult popular collections</td>
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<td></td>
<td>Community Language collections collection - Russian</td>
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<td>Storytime – (3 levels) Baby Book Bags</td>
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<tr>
<td>Required Infrastructure</td>
<td>Limit collection size based on user demographics</td>
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<tr>
<td>Improvements</td>
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<td>Sandringham - the “Library and</td>
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<td>Heritage Centre”</td>
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Future Stories Bayside Library Services
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<tr>
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<tr>
<td><strong>Differentiated Collections, Services &amp; Programs</strong></td>
<td>Print and digital collections – Lending and non-lending Local Area Collection (to be relocated from Brighton) Genealogy Collection (to be relocated from Brighton) Create Play Learn – basic version of the Beaumaris model</td>
</tr>
<tr>
<td><strong>Required Infrastructure Improvements</strong></td>
<td>Increase footprint of library to 1000 sq m</td>
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<tr>
<td><strong>Highett Library</strong></td>
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<tr>
<td><strong>[Proposed]</strong> the “Children’s and Family Library”</td>
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<tr>
<td><strong>Differentiated Collections, Services &amp; Programs</strong></td>
<td>Increased proportions of popular adult material and children’s material Increased number of Public Access Computers Adult Literacy collection Homework Help</td>
</tr>
</tbody>
</table>
RECOMMENDATION 8:
That the Differentiated Service Delivery Model as presented be utilized to inform the community as to the Library’s current service offer and those specialized local services and products provided at each branch library.

5 Staffing & Structure

With regard to staffing and structure the brief’s requirements were as follows:

“Based on the proposed service delivery model conduct an assessment of both staffing levels and the current structure and present options to improve service efficiency and effectiveness, with potential for savings within current resourcing. Specifically identifying resource needs for expanded Sandringham Library and a possible Highett/ Hampton East Library”.

5.1 Staffing levels

As outlined in the benchmarking analysis, despite the inability of the library service to achieve significant economies of scale, its relatively low unit output staffing costs combined with high user demand indicate efficient operations and a relatively lean level of library resourcing. This is a very good result for a small metropolitan municipality and does not suggest overall any particular issues with regard to staffing levels and deployment.
The results of the benchmarking analysis were also evident in various visits to the various branch libraries across the course of the consultancy. It was observed that customer service staffing and rostering were comparatively lean in relation to user demand where there were high expectations for personalized assistance.

This analysis does not however suggest that there is no room to achieve greater efficiencies in service delivery. Likely future increases in demand, the costs of increasing outputs across most program areas and extending access to hard-to-reach segments will all place pressure on existing resourcing and require increased operational efficiency.

5.2 Staff structure

The current library structure as shown below is a typical operational structure comprising six middle and senior staff, some of whom have team leader responsibilities, reporting directly to the Manager Libraries.

Service delivery is strengthened by the allocation of portfolio responsibility for the critical functional areas of staff deployment, marketing and digital services to the branch librarians responsible for respective day-to-day operation at Brighton, Beaumaris and Sandringham.
While the structure appears reasonably effective as an operational structure, areas of improvement are identified as follows:

- The majority of roles and titles of key staff and teams require redefinition as these tend to describe what is being done [e.g., “Resources”, “Operations”, “Admin”] rather than why, suggesting that the library is operating to some extent outside of a strategic community context.

- The lack of alignment with strategic objectives and community outcomes governing the direction of the library service around priority areas of community learning, literacy, customer services etcetera, in position titles and roles. To some extent this creates a bland, simplistic picture of the library service and a degree of disconnection for both staff and users from the role of the library service in its role in contributing to the quality of community life.

- The span of staff reporting to the Manager Libraries is excessive with the potential to impact operational effectiveness. The structure proposed in 5.3 following seeks to create a more streamlined structure with capacity for improved decision-making.

- With such a structure there can be a tendency for staff and users to identify with their local branch library and day-to-day services rather than view their local library and its services within a wider strategic context of delivering services for community wellbeing.

### 5.3 Proposed restructure

In a strategically focused, results-oriented customer service organisation it is desirable that there be a high degree of alignment between strategic objectives and outcomes with the titles, roles and performance indicators of each staff position and team.

The proposed library services structure below aims to enable the library service to adopt an organizational methodology based upon these principles and also address the improvement areas as identified above.
While the structure appears reasonably effective as an operational structure, areas of improvement are identified as follows:

- The majority of roles and titles of key staff and teams require redefinition as these tend to describe what is being done [e.g., "Resources", "Operations", "Admin"] rather than why, suggesting that the library is operating to some extent outside of a strategic community context.

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The proposed library services structure below aims to enable the library service to adopt an organizational methodology based upon these principles and also address the improvement areas as identified above.

EFT 37.05 (one additional EFT) inclusive of future Literacy Services Coordinator and existing shelvers, relief staff and additional part time hours.

Note: should a new library be established or a substantive change to an existing branch occur, additional branch library staff and associated shelvers, relief staff and additional part time hours will be required. Extent of requirement subject to size and nature of branch.

Key features of the proposed structure are as follows:

- An alignment of library leadership positions and relevant staff teams with recommended strategic objectives – Lifelong Learning, Providing Access to Information, Strengthening Community Connection and Enhancing Literacy while delivering quality customer service – the aim being to improve staff strategic focus and raise individual and team accountability towards achievement of strategic objectives

- A more streamlined structure with Manager Libraries reports reduced from 7 to 4, marked by clearer reporting and potential for improved decision-making.
• The two key Band 7 positions of Resources Coordinator and Library Operations Coordinator retitled and amended in alignment with strategic objectives as Community Learning and Information Coordinator and Customer Services Coordinator respectively, and a review of the Banding level be undertaken.
  
  o The new position title of Learning and Information Coordinator will more clearly describe the integrated scope of the role incorporating the leadership and coordination of print and digital resources, adult programs and technology services.
  
  o Similarly, the new position title of Customer Services Coordinator will more clearly describe the integration of a community-connected approach via customer service operations at the branch libraries and community outreach programs.

• A new future position of Literacy Services Coordinator proposed as per Recommendation 7 in Part 3 of the report. The scope and EFT workload of the position, whether full or part-time are to be determined by the adopted Library Literacy Services Strategy.

  Until such time that resources are found for the new role, it is proposed that the Manager Libraries take direct responsibility for strategy development and maintain the current reporting relationship with the Digital Services Librarian and the Early Years Librarian. In the interim, should branch library development take place, it is suggested that any new Branch Librarian appointment include responsibility for literacy services as a portfolio role.

• With the exception of the proposed Literacy Services Coordinator position, the existing staff complement and key positions are retained with no proposed redundancies or significant position changes envisaged and only minor increased costs if any rebanding is to occur.

• In order to consolidate a clear strategic alignment of all positions to the new library organisational structure, amendments to all staff position descriptions via the inclusion of performance/outcome indicators based on achievement of strategic objectives will be required.

Benefits of the structure include:

• Strengthened strategic alignment of the library organisational structure to strategic objectives

• Enhanced staff and team accountability through a clearer understanding of their respective roles in delivery of library strategic directions and consolidated via a performance management approach

• Improved clarity to Council and the community in relation to the library service offering overall, its objectives, strengths and improvement areas
• More transparent identification of those areas where gaps in services and underperformance/shortcomings exist through greater focus on alignment with strategic objectives

• Development of a suite of performance indicators and targets to be created around measurement and delivery of strategic objectives at both an individual, team and service-wide level

• The capacity to add further service points such as at Highett or expand the scale of existing service points [e.g., Hampton Library] without impacting the fundamentals of the structure. Extension of the current practice of allocating portfolio responsibility of critical service delivery areas such as Literacy and Outreach to potential new branch librarians at Highett and/or Hampton would expand leadership and oversight capacity as required.

RECOMMENDATION 9:
That Council approve a minor restructuring of the library team as outlined in 5.3 of the report in order to align library leadership positions and relevant staff teams with recommended library strategic objectives.

5.4 Branch library development & staff resourcing

Sandringham Library
Current forward planning for extension of Sandringham Library envisages an increase in ground floor area to address long-standing congestion and limited seating and facilities.

Although current opening hours and the existing size and scope of collections, technology facilities and service levels overall will be largely unchanged in the expanded facility, some additional staffing support will be required to manage the increased floor area.

Following discussions with the library leadership team, it is proposed to achieve this by pursuing further efficiencies within the existing staffing budget by relocating two members of the library administration team, currently located at Brighton Library to Sandringham to provide customer service support at peak times.

It should be noted that should it be decided to locate the proposed extension on an upper floor rather than the ground floor, the increased customer service workload will require the addition of 2 EFT staff on an ongoing basis.

Highett/ Hampton East Library
Forward planning for a new library serving the Highett/Hampton East catchment is currently at an early preliminary stage.

A detailed scoping study will be required to identify various development, location and service delivery options and costs before precise figures relating to operational costs can be accurately identified.

Given however the size of the new library's potential catchment population and the existing configuration of the branch library network where Brighton, Beaumaris and Sandringham libraries have broadly equivalent collections, services, opening hours and staffing levels, should the new library be similarly scaled, on current figures recurrent branch staffing operational costs will be in the region of $650k-$680 per annum.

Bearing in mind the potential addition of Highett as the fourth fully-configured branch library in the network, the resultant recurrent increases in library collection funding, technology facilities and services plus various administrative overheads will need to be costed, an estimated $80K-$100k would need to be incorporated into the total budget picture for the development.

Hampton Library
Somewhat similar to our assessment with regard to the development of a new library at Highett, should Council decide to pursue the feasibility of redevelopment and extension of the existing Hampton Library, a scoping study will be required to assess development and service delivery options and costs.

Compared to Brighton, Beaumaris and Sandringham libraries, Hampton Library provides limited opening hours, services and resources within a current staff EFT of 1.45.

While it is considered that a strong case exists to expand the opening hours, scope and services of the existing library via modest redevelopment, should the size and scope of the library be expanded to a level equivalent to the other three libraries, without factoring in increased overhead costs the library's recurrent staffing outlays are estimated to increase by a minimum of $350k per annum.
6 Recommendation Summary

RECOMMENDATION 1:
That library service use is raised by introduction of a promotional campaign targeted at current users and non-users to increase awareness of the benefits of library services, including utilising the following strategies:
- Analysing current library users by postcode and neighbourhood locations to identify those areas and segments with low membership: population ratios
- Conducting local focus groups at these locations to identify specific community literacy, learning and information needs and conduct targeted marketing to those residents
- Surveying dormant library members to clarify reasons for low use of library services and implement appropriate marketing and services strategies
- Reviewing the distribution of memberships within families with a view to encouraging parents to ensure that children and teens have individual memberships.

RECOMMENDATION 2:
That a review of library programs held over the past 12 months be undertaken with the identified benchmark partner libraries:
- The review to focus on type, attendance, location, marketing, staff resourcing, costs and cost-benefit.
- Review outcomes be benchmarked to establish reasons for the disparity and identify areas for improvement.

RECOMMENDATION 3:
A review be conducted into
- The adequacy of collection resourcing, utilising most recent data from the benchmark group to provide a comparative context, and
- The size of the current collection with regard to the benchmark group and the level of annual collection discards.

RECOMMENDATION 4:
That Council consider introducing annual, standardized customer surveys such as the Nexus library survey in order to gain detailed, longitudinal comparative customer data with regard to library resources, programs and services to better inform priority setting in service delivery.
RECOMMENDATION 5:
That outcome measures be established based on the recommendations of the Standards, Guidelines and Outcome Measures for Australian Public Libraries published by the Australian Library and Information Association.

RECOMMENDATION 6:
That Council re-focus the library’s strategic direction around the four themes of Supporting Lifelong Learning, Providing Access to Information, Strengthening Community Connection, and Enhancing Literacy.

RECOMMENDATION 7:
That the Manager Libraries develops a Bayside Library Literacy Plan that:
- Evaluates current literacy programs and services provided by the library in comparison to best practice among Victorian public libraries.
- Surveys local educational and community literacy providers and assesses needs and gaps.
- Identifies staff and program resourcing requirements including consideration of a new position of Library Literacy Services Coordinator.
- Establishes a 3-year implementation plan that provides an innovative, integrated approach to the development of print and digital literacy services for residents of all ages.
- Presents Bayside Literacy Services Plan, along with any operational requirements, to Council for adoption.

RECOMMENDATION 8:
That the Differentiated Service Delivery Model as presented be utilized to inform the community as to the Library’s current service offer and those specialized local services and products provided at each branch library.

RECOMMENDATION 9:
That Council approve a minor restructure of the library team as outlined in 5.3 of the report in order to align library leadership positions and relevant staff teams with recommended library strategic objectives.
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Council Plan

Appendix

Council Plan

Council will work with our community to make Bayside a better place.

Goal 1: Infrastructure

Council will work together with the Bayside community to plan and deliver community infrastructure that responds to the changing needs of the Bayside community.

Strategic objectives

We want a Bayside where infrastructure:

- Is fit for purpose for today and into the future
- Is innovative, environmentally sustainable, and reflects the local character of the area
- Is safe, accessible, adaptable and is highly utilised, providing high levels of value

Strategies

<table>
<thead>
<tr>
<th>Council plan strategy</th>
<th>Actions</th>
<th>Year</th>
<th>Strategic indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide modern library services that meet the needs of the community</td>
<td>Complete and implement an improvement plan for library infrastructure and services</td>
<td>Year 1-4</td>
<td>Improvement plan developed and year one actions completed (Year 1)</td>
</tr>
<tr>
<td>Maintain community satisfaction with art centres and libraries (Year 1 target 74 index score)</td>
<td>Continue the works program in the Sportsground Pavilion Improvement Plan to progressively upgrade all of our pavilions</td>
<td>Year 1-4</td>
<td>Upgrade pavilions (Year 1 target 2 pavilions; by Year 4 target 11 pavilions)</td>
</tr>
<tr>
<td>Upgrade recreation and sporting pavilions to provide female friendly facilities, disability access and meet the identified needs of users</td>
<td>Continue the works program in the 10 year Playground Improvement Plan</td>
<td>Year 1-4</td>
<td>Upgrade playgrounds (Year 1 target 3 playgrounds; by Year 4 target 37 playgrounds)</td>
</tr>
</tbody>
</table>

Future Stories

Bayside Library Services
Council Vision

Council will work with our community to make Bayside a better place.

Goal 1: Infrastructure

Council will work together with the Bayside community to plan and deliver community infrastructure that responds to the changing needs of the Bayside community.

Strategic objectives

<table>
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</tr>
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</table>

Strategies

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<td>Year 1-4</td>
<td>Upgrade pavilions (Year 1 target 2 pavilions; by Year 4 target 11 pavilions)</td>
</tr>
<tr>
<td>Provide safe and contemporary play facilities by upgrading our playgrounds</td>
<td>Continue the works program in the 10 year Playground Improvement Plan</td>
<td>Year 1-4</td>
<td>Upgrade playgrounds (Year 1 target 3 playgrounds; by Year 4 target 37 playgrounds)</td>
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Appendix

Current Library programs and services by branch
<table>
<thead>
<tr>
<th>Services</th>
<th>BEAUMARIS</th>
<th>BRIGHTON</th>
<th>HAMPTON</th>
<th>SANDRINGHAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public access PCs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wireless Hotspots</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Apple Mac</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
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<tr>
<td>Charge bar Photocopying, printing and scanning</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Language Collection</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Greek</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chinese</td>
<td></td>
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</tr>
<tr>
<td>German</td>
<td></td>
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</tr>
<tr>
<td>French</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Japanese</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Italian</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Russian</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
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<tr>
<td>Local Area Reference Collection</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>myReader</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>3D printer &amp; technologies</td>
<td>✓</td>
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<td></td>
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<tr>
<td>Reference/information</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
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<tr>
<td>Council Information</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
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<tr>
<td>Meeting Rooms</td>
<td></td>
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<tr>
<td>Home Library Service</td>
<td>✓</td>
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<tr>
<td>Justice of the Peace</td>
<td>Weekly</td>
<td>Fortnightly</td>
<td>-</td>
<td>Weekly</td>
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<tr>
<td>Programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baby Rhyme Time</td>
<td>Monthly</td>
<td>Twice a month</td>
<td>Monthly</td>
<td>Monthly</td>
</tr>
<tr>
<td>Toddler Storytime</td>
<td>Weekly</td>
<td>Twice a week</td>
<td>Weekly</td>
<td>Weekly</td>
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<tr>
<td>Pre-School Story Time</td>
<td>Twice a week</td>
<td>Twice a week</td>
<td>Weekly</td>
<td>Twice a week</td>
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<td>School Holiday Program</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Book Clubs</td>
<td>2 per month</td>
<td>3 per month</td>
<td>1 per month</td>
<td>2 per month</td>
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<tr>
<td>Book Chat</td>
<td>Monthly</td>
<td>Monthly</td>
<td>Monthly</td>
<td>Monthly</td>
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<tr>
<td>eLearning and Technology</td>
<td></td>
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<tr>
<td>Training Program</td>
<td>✓</td>
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<td>Genealogical Group</td>
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<tr>
<td>Device Advice</td>
<td>✓</td>
<td>✓</td>
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<td></td>
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<tr>
<td>Author events</td>
<td>✓</td>
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<tr>
<td>Workshops</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
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<tr>
<td>Summer Read - Children</td>
<td>✓</td>
<td>✓</td>
<td></td>
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<tr>
<td>Summer read – Adults</td>
<td>✓</td>
<td></td>
<td></td>
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<tr>
<td>Technology space and programs (Create, Play, Learn)</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gaming</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Spaces</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Read</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Meet</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Study</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relax</td>
<td>✓</td>
<td></td>
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</tbody>
</table>
Appendix
Bayside Branch Libraries – Percentage of Borrowers by Age
<table>
<thead>
<tr>
<th>Age</th>
<th>BEAUMARIS</th>
<th>BRIGHTON</th>
<th>HAMPTON</th>
<th>SANDRINGHAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-4 years</td>
<td>3.3%</td>
<td>4.1%</td>
<td>3.8%</td>
<td>4.1%</td>
</tr>
<tr>
<td>5 to 14 years</td>
<td>20.2%</td>
<td>19.4%</td>
<td>24.0%</td>
<td>17.9%</td>
</tr>
<tr>
<td>15 to 24 years</td>
<td>2.8%</td>
<td>2.1%</td>
<td>2.5%</td>
<td>2.5%</td>
</tr>
<tr>
<td>25 to 34 years</td>
<td>3.4%</td>
<td>3.4%</td>
<td>2.3%</td>
<td>3.3%</td>
</tr>
<tr>
<td>35 to 49 years</td>
<td>20.3%</td>
<td>22.3%</td>
<td>23.8%</td>
<td>20.8%</td>
</tr>
<tr>
<td>50 to 64 years</td>
<td>18.6%</td>
<td>17.5%</td>
<td>14.5%</td>
<td>14.5%</td>
</tr>
<tr>
<td>65 to 79 years</td>
<td>20.6%</td>
<td>18.9%</td>
<td>17.3%</td>
<td>21.8%</td>
</tr>
<tr>
<td>80+ years</td>
<td>8.8%</td>
<td>9.7%</td>
<td>9.0%</td>
<td>11.5%</td>
</tr>
<tr>
<td>Age not provided</td>
<td>1.9%</td>
<td>2.5%</td>
<td>2.7%</td>
<td>3.7%</td>
</tr>
<tr>
<td>Total</td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Appendix

Library Facilities and Services
<table>
<thead>
<tr>
<th>Library Facilities and Services</th>
<th>% ESSENTIAL (must have)</th>
<th>% IMPORTANT (should have)</th>
<th>% DESIRABLE (could have)</th>
<th>% UNNECESSARY (not have)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Book borrowing</td>
<td>92.6</td>
<td>4.7</td>
<td>1.5</td>
<td>1.2</td>
</tr>
<tr>
<td>Quiet place to read, study or work</td>
<td>68.4</td>
<td>23.8</td>
<td>6.0</td>
<td>1.8</td>
</tr>
<tr>
<td>Access to computers and other technology</td>
<td>63.4</td>
<td>25.7</td>
<td>8.8</td>
<td>2.1</td>
</tr>
<tr>
<td>Reading programs for children</td>
<td>57.3</td>
<td>29.2</td>
<td>2.1</td>
<td>1.5</td>
</tr>
<tr>
<td>Taking books out to people who find it hard to come into their local branch</td>
<td>56.3</td>
<td>31.4</td>
<td>10.4</td>
<td>1.9</td>
</tr>
<tr>
<td>E-books and other digital resources</td>
<td>53.6</td>
<td>30.1</td>
<td>13.7</td>
<td>2.6</td>
</tr>
<tr>
<td>Research services (local history, genealogy, community information)</td>
<td>42.5</td>
<td>40.2</td>
<td>15.1</td>
<td>2.2</td>
</tr>
<tr>
<td>Music, movies/TV shows borrowing</td>
<td>28.4</td>
<td>34.2</td>
<td>30.2</td>
<td>7.3</td>
</tr>
<tr>
<td>Book clubs</td>
<td>18.3</td>
<td>36.1</td>
<td>40.0</td>
<td>5.6</td>
</tr>
<tr>
<td>Special events (book talks) and craft activities</td>
<td>17.1</td>
<td>41.8</td>
<td>37.4</td>
<td>3.7</td>
</tr>
<tr>
<td>Sharing spaces with other community services/facilities</td>
<td>13.4</td>
<td>28.5</td>
<td>41.9</td>
<td>16.2</td>
</tr>
<tr>
<td>Rooms to hold formal meetings/ do business</td>
<td>9.3</td>
<td>19.7</td>
<td>47.5</td>
<td>23.5</td>
</tr>
<tr>
<td>Meeting place to catch-up with friends and neighbours</td>
<td>7.2</td>
<td>16.1</td>
<td>40.7</td>
<td>36.1</td>
</tr>
</tbody>
</table>
Appendix
Hampton Library Concepts
Hampton Library Concepts

INTRODUCTION

There have been a number of reports and reviews on the Bayside Library Service which have shown it to be a highly appreciated and valued service. Positive feedback reported includes libraries being “welcoming, relaxed, helpful staff, being an important resource, being an essential service.” (BLS Strategic Service Review, 2016)

Hampton Library is very well situated and is an interesting example of 1960s architecture with good natural light. The main feedback about the library is that it is too small, it is not open enough hours and it does not offer enough services.

The brief for this report was to suggest a number of options for innovative library services that could be offered out of this space.

Five different concepts are outlined:

1. The Book Library
2. The Digital Library
3. The Learning Space
4. The Library of Things
5. The Co working Space

BACKGROUND

“Hampton Library is the smallest branch, with the lowest membership and visitation numbers. Although it is well located, close to the Hampton shopping centre and railway station, the building is too small to function as a modern library. At 180 square metres it is well below the bench marked standard of 1,000 square metres. Due to the proximity of other buildings and the carpark and there is no capacity to expand it in the current location. The majority of respondents to the survey who used this branch identified shortcomings, particularly the need for more space for book shelves, computers, children’s activities and areas to read, study or work quietly. The population size in the Hampton / Sandringham area, even having regard to projected population growth, is not sufficient to support two full sized libraries operating a cost effective service across the range of hours that the community expects from its libraries.” (Bayside Council Report: 26 July 2016)

Council resolved that:

“Upon upgrading the Sandringham Library the Hampton Library will be transitioned to an innovative centre for learning. Multiple options will be presented for community consultation including a centre of Wi-Fi excellence and community meeting spaces.”
THE BUILDING

The K2Planning report “Bayside Library Services Study” (2015) describes Hampton as “A quaint neighbourhood library, located in the Willis St shopping precinct, very close to public transport / train station, and retail strip shopping. The library is approximately 200 sqm, it has a large car park adjacent. The 2014 Library Building Condition Report gives the premises an Overall Average Condition Rating of 4.87 [out of 10.] The building is single storey, zero future work items were identified and thus no current maintenance costs.” (p78)

If the existing footprint is to be kept, there is the opportunity to gain extra space by incorporating the workroom area, removing the circulation desk and repurposing the foyer. This would free up valuable space and open up the building. The current arrangement is not ideal. There is a photocopier situated in the foyer; the relatively large service desk could be replaced by a small staff pod; and if the work room wall could be removed the building would gain extra space and light.

The Courtyard area could be refurbished and installing a vertical garden along the outside wall would provide a very pleasing outlook and increase the feeling of space inside the building.

The most obvious way to immediately improve the amenity of the building is to replace the shelving, furniture, floor coverings and lighting.

There is no room to extend the library out and the only way to get more space is to rebuild the library with an additional floor. The options provided in this report could all work within the existing footprint of the building, but all would be enhanced by a bigger building. If the library was to be rebuilt over two levels, there would be the opportunity to mix and match the services described in this report.

CURRENT USERS

Local residents appreciate the library at Hampton. The main group of users are older people who incorporate their library visit with shopping; and young families who attend story times and borrow for their preschoolers and primary age children. A few teenagers also use the library. The three pcs are being used at 38%; however, at peak times - late afternoons, Saturday morning - they are 100% booked. This indicates that three is about the right number.

of capacity. The reservation system is heavily used, indicating readers are not finding what they want on the shelves of the Hampton Library and /or they appreciate the convenience of the system.

Bayside residents are active library members, and 42% of residents in Hampton are members of the library. Of the 4,090 Hampton members in 2015, 13% were aged 0 – 12; 5% were aged 13 – 17; 61% were aged 18 – 64; and 21% aged 65 and over. The K2Planning report notes that very few people aged 6 – 12 years or 13 – 25 years attend the Hampton Library. (p85)

*Victorian Public Libraries 2030 Strategic Framework* (2013) promotes two models of library services that meet changing community expectations and needs:

**Creative Library** – offering a suite of products, services and programs that meets the community’s needs for creative development, expression, skills development and collaboration

**Community Library** – providing more active learning opportunities including classes, workshops and training that meets the community’s needs for lifelong learning and social connection.
The options presented in this paper reflect the intent of these two models. In particular, The Book Library and The Digital Library speak to the Creative Library; and The Learning Space, The Library of Things and The Co working Space to the Community Library.

**SUMMARY**

<table>
<thead>
<tr>
<th></th>
<th>Services</th>
<th>Infrastructure / Fittings</th>
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</thead>
<tbody>
<tr>
<td>The Book Library</td>
<td>Book lending</td>
<td>Repurpose foyer</td>
</tr>
<tr>
<td></td>
<td>Vinyl, DVDs lending</td>
<td>Remove workroom</td>
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<tr>
<td></td>
<td>Book Clubs</td>
<td>Remove service desk</td>
</tr>
<tr>
<td></td>
<td>Storytimes</td>
<td>Install vertical garden in courtyard</td>
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<tr>
<td></td>
<td>Readers’ Advisory</td>
<td>Shelving</td>
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<td>Lighting</td>
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<td>Floor covering</td>
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<td>Furniture</td>
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<td></td>
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<td>Service pod</td>
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<td></td>
<td></td>
<td>Seating area for 8 – 10</td>
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<td>Multifunction device</td>
</tr>
<tr>
<td></td>
<td>Tablets and laptops for loan</td>
<td>(photocopy, printer)</td>
</tr>
<tr>
<td>The Digital Library</td>
<td>Online learning courses</td>
<td>Repurpose foyer</td>
</tr>
<tr>
<td></td>
<td>Streaming content / cable tv</td>
<td>Remove workroom</td>
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<td>Educational and recreational games</td>
<td>Remove service desk</td>
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<td>Training on use of e-books, downloading</td>
<td>Install vertical garden in courtyard</td>
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<td>Download station for e-books</td>
<td>Lighting</td>
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<td>Bigger e-book and e-magazine collection</td>
<td>Floor covering</td>
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<td>iPads, laptops</td>
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<td>Secure storage for equipment</td>
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<td>Multifunction device</td>
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<td>(photocopy, printer)</td>
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<td>The Learning Space</td>
<td>Digital literacy classes for seniors</td>
<td>Repurpose foyer</td>
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<td>Coding classes for children</td>
<td>Remove workroom</td>
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<td>Online learning courses</td>
<td>Remove service desk</td>
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<td>Training in audio and video production</td>
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<td>Encouraging learning</td>
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<td>Encouraging volunteering</td>
<td>Lounge furniture</td>
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<td>Tables and chairs that can be configured for training and one on one learning</td>
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<td>Multifunction device</td>
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The best way to optimise the opportunities presented by the repurposing of the Hampton Library would be to extend, and at least double the space by building a 2-storey library. This would mean that combinations of the spaces described could be provided to the community. Combinations that would give great synergies are:

- The Book Library and The Digital Library
- The Library of Things and the Co working Space
- The Digital Library and The Learning Space
- The Learning Space and The Co working Space.
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<table>
<thead>
<tr>
<th>Services</th>
<th>Infrastructure / Fittings</th>
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<tr>
<td>Studio and sound equipment</td>
<td>Studio and sound equipment</td>
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<td>Green screen and video equipment</td>
<td>Green screen and video equipment</td>
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<td>3D Printer</td>
<td>3D Printer</td>
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<tr>
<td>Arduino, Raspberry pi, iPads, laptops</td>
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<td>Lego table</td>
<td>Lego table</td>
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<td>Secure storage for equipment</td>
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<td>NBN standard broadband / Wi-Fi</td>
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<td>Multifunction device (photocopy, printer)</td>
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<tr>
<td>The Library of Things</td>
<td>Lends out things</td>
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<td>E.g. tools, Wi-Fi hotspots, tablets, sewing machines, bread makers</td>
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<td>Host classes for learning</td>
<td>Host classes for learning</td>
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<td>Facilitate sharing and learning</td>
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<td>Encourage volunteers</td>
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<td>Repurpose foyer</td>
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<td>Floor covering</td>
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<td>Items for loan (can be sourced through purchase and / or donation)</td>
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<td>Shelving and storage</td>
<td>Shelving and storage</td>
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<td>The Co working Space</td>
<td>Shared working environment</td>
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<td>Concierge / facilitator to encourage connections</td>
<td>Concierge / facilitator to encourage connections</td>
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<td>Could be user pay model</td>
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<td>Space could be hired out</td>
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<tr>
<td>NBN standard broadband / Wi-Fi</td>
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<tr>
<td>Mix of tables and chairs for individual and group work</td>
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<tr>
<td>Kitchen</td>
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Current layout, Hampton library:
Foyer
Library
Service desk
Workroom

THE BOOK LIBRARY
The community says what's important:
- Good collection, up-to-date information
- More other language books
- Recently published books
- Variety of large print books
- Larger selection of books
- More books on business and different economies
- Scientific engineering books
- Expand range of young adult books
- More talking books
- More books in large print
- Book club for people who have just moved in
- Reading groups for primary aged boys

(verbatim comments, Hampton Library users, BLS Strategic Review 2016)

Collection of physical items
- More fiction, non-fiction, children's books
- Add some pizazz – vinyl records, interesting furniture
- Value add with specialist readers advisory and advice for parents
- Host more book clubs and story times
THE BOOK LIBRARY

The community says what’s important:

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(verbatim comments, Hampton Library users, BLS Strategic Review 2016)
Overview

This concept responds to the most common request of library users – “more books.” It celebrates the written word, promotes the love of reading and grows literacy in the community. It provides enhanced readers’ advisory services and promotes book clubs and other literary related events.

Features & Benefits

The library promotes the love of reading – and so improves the sense of well-being and literacy levels in the community. It fits as many physical items as possible into the space, carefully curated and housed in attractive shelving. An added modern twist is offering vinyl records and retaining DVDs, as few places now offer either for loan.

The collection is value added by providing specialist reader’s advisory services – boldly marketed inside and outside the library. Specialist reading advice is available for parents/carers and children.

Book clubs will be encouraged, and the library will provide the book club sets and a small space for meeting. Book clubs will be self-sufficient however staff may facilitate special needs book clubs, for example for the print handicapped or for people who are deaf.

More story times will be offered for different age groups including new services such as story times for adults.

Specifications

To maximise the space available for the collection the foyer will be repurposed, the workroom wall removed and the service desk replaced with a service pod. New shelving with catalogues at the end of the shelves will be installed. The lighting will be upgraded and the floor coverings replaced. A small reading lounge with “retro” furniture will reflect the 60s feel of the building. A vertical garden will be installed in the courtyard to create a delightful outlook.

Fit with library / community

This option fits very well with the feedback from the community especially current users. By marketing the library as a Book Library, there is no pressure to try and provide meeting spaces or extensive programming. The hero of this library is the book.

Examples

The Boyd Library at Southbank is a small boutique library with an excellent collection.

The Kathleen Syme Library in Carlton has some rooms that are full of books (the community space in this library is separated out.)

THE DIGITAL LIBRARY
The community says what’s important:

- Larger catalogue of e-books
- Ability to download e-books
- More training on e-books, downloading, Wi-Fi use, streaming
- Instructions on how to use e-materials
- An app to be able to borrow e-books

(verbatim comments, Library users, BLS Strategic Review 2016)
Overview

This concept is the very opposite of the Book Library. This library has no physical items. It is predicted that e-books will make up around 20 – 30% of book sales into the future. It will feature easy access to e-books, e-magazines, online learning and games.

Features & Benefits

The Digital Library provides access to e-books, e-audio books and e-magazines and streaming content including music. The library will provide the e-learning platform Lynda.com which has over 4,000 courses in Business, Technology and Creative Skills taught by industry experts. People will be able to access it at the library or at home.

Screens in the library provide access to news and sports channels and to movies and other digital content. Educational and recreational games will be available in the library for playing in the library. Special classes will be held and one on one training provided to show people how to use their devices, access, download and stream content.

Tablets and laptops will be available for use in the library and to borrow. There will be good connectivity at the library to enable downloading and streaming. The Digital Library will enhance digital literacy and foster confidence and skills.

Specifications

To maximise the space available the foyer will be repurposed, the workroom wall removed and the service desk replaced with a service pod. The lighting will be upgraded and the floor coverings replaced. Screens with be placed throughout the library with various options for viewing – in groups or individually. Games consoles with educational and recreational games will be available. There will be a download station for downloading e-books. Tables and chairs that can be configured for training and one on one learning and lounge furniture will furnish the space. iPads and laptops will require secure storage.

Fit with library / community

Community feedback indicates that people want more e-books and training on how to download them.

Examples

In 2013, the first book-free public library opened in the suburbs of San Antonio, Texas.

http://bexarbibliotech.org/
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THE LEARNING SPACE

The community says what’s important:

- More audio-visual space – recording studios, green screens
- Access to multi-media resources – recording studios, 3D printing
- Assistance using technology / IT training programs
- Sessions to help with use of devices
- Assistance when new services become available
- Downloading files onto storage devices
- Technology fairs to introduce and help people become familiar with new resources
- More advanced technology courses on editing video /sound

(verbatim comments, Library users, BLS Strategic Review 2016)
Overview

The library service already offers many appreciated and well attended learning programs. This concept will develop Hampton Library as a Learning Space. Services that support the acquisition of knowledge and skills through study, experience or lessons are of increasing importance to the local community.

Features & Benefits

The Learning Space will introduce people of all ages to digital technologies and programs that are designed to engender interest and competency in STEAM (Science Technology Engineering Arts Mathematics.) There will be a recording studio and a green screen for video production. Digital literacy classes for seniors and coding classes for children will be offered.

The library will provide the e-learning platform Lynda.com which has over 4,000 courses in Business, Technology and Creative Skills taught by industry experts. People will be able to access it at the library or at home.

The opportunity to develop partnerships with other learning providers and involve volunteers will be an important component of this concept.

Specifications

To maximise the space available the foyer will be repurposed, the workroom wall removed and the service desk replaced with a service pod. The lighting will be upgraded and the floor coverings replaced.

A recording studio will be built inside the library and a green screen installed.

Laptops and tablets will be available for loan in the library and stored in secure cabinets. 3D printer, 3D scanner, iPads, Arduino and Raspberry Pi will be purchased and housed in a suitable and secure space (e.g. large, secure, portable case)

Tables and chairs suitable for group learning that can be easily moved to different configurations will be provided. A Lego table will be set up in the space.

Lynda.com will be purchased for the library.

NBN standard broadband / Wi-Fi will be installed.

Fit with library / community

Community members need the opportunity to learn the communication and digital skills necessary to keep them connected to government services and processes that are increasingly deployed online.

Examples

Edmonton Public Library  http://www.epl.ca/

Toronto Public Library  http://www.torontopubliclibrary.ca/
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Examples

Edmonton Public Library
http://www.epl.ca/

Toronto Public Library
http://www.torontopubliclibrary.ca/

Library of Things

Library of Things is a friendly space where you can borrow, share and learn with your community.

Lends out things

Tools

Wi-Fi hotspots

Tablets

Sewing machines

Encourage learning, creativity

Borrow don’t buy

'Anyone who keeps learning stays young', said Henry Ford
Overview

Libraries lend books, magazines, DVDs, CDs, talking books, art works, pedometers. Why not expand this sharing economy to the Library of Things? This concept promotes the sharing economy and builds on Council’s Sustainable Homes program, designed to help community members make informed sustainable decisions.

Features & Benefits

A Library of Things is a space where you can

- borrow useful items like DIY tools, gardening things, kitchenware, camping kit and events equipment
- learn how to use items in 1-to-1 sessions and workshops
- get to know your neighbours at regular open nights

This concept is based on the Library of Things that started in West Norwood, South London in 2014, when a community created a Library of Things on a shoestring in the public library. Since then, the team crowdfunded almost £15,000 – thanks to 248 very generous backers and after a long property search, Library of Things has found a place to call home.

The Library of Things will host classes for learning skills and facilitate sharing and learning. Volunteers will be encouraged to participate in the running of the Library.

Specifications

The building would need to be gutted and a variety of storage solutions and shelving installed. A small space for informal learning would be created.

People donate and borrow things. The Norwood Library of Things is a not-for-profit company limited by guarantee. That means that they can earn money to pay staff and rent, but are legally bound to put anything extra they earn back into the company.

“After being open for ten Saturdays, we had racked up over 100 happy members and seen over 1,000 people come through our doors. When we came to tidy up after the pilot scheme was over, we even found a queue of people asking where we’d gone!”

http://www.libraryofthings.co.uk/blog/pilot

Fit with library / community

This concept is new. It would have to be tested with the community to establish if there is a need and enthusiasm for the idea. It fits with Council’s Strategic Plan Goal 4: Bayside will be a leader in environmental management and be a greener, more sustainable city.

Examples

West Norwood http://www.libraryofthings.co.uk/
Overview

Libraries lend books, magazines, DVDs, CDs, talking books, art works, pedometers. Why not expand this sharing economy to the Library of Things?

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Examples

West Norwood
http://www.libraryofthings.co.uk/

THE CO WORKING SPACE

What is a co working space?

Co working is a style of work that involves a shared working environment, often an office, and independent activity.

Fosters innovation and creativity

Good fit with Council’s economic development plan

Could be self sufficient

New concept for public libraries
Overview

“Co working is a style of work that involves a shared working environment, often an office, and independent activity. Unlike in a typical office environment, those co working are usually not employed by the same organization. Typically, it is attractive to work-at-home professionals, independent contractors, or people who travel frequently who end up working in relative isolation.

“Co working is also the social gathering of a group of people who are still working independently, but who share values, and who are interested in the synergy that can happen from working with people who value working in the same place alongside each other.

“Co working offers a solution to the problem of isolation that many freelancers experience while working at home, while at the same time letting them escape the distractions of home.”


Features & Benefits

Co working spaces are becoming more common and there are 37 in Melbourne listed on a website https://blog.thefetch.com/coworking-spaces/coworking-in-australia/

There are different models of co working spaces, from simple provision of spaces to hosted spaces where introductions are made and collaboration is encouraged. Seats2Meet is a successful Dutch model which is working with public libraries in The Netherlands. They use social media to encourage sharing of knowledge and networking. Co working spaces work well for micro businesses, the self-employed and social entrepreneurs. Spaces employ a concierge / facilitator / activator to manage the space and effect introductions and networking.

Specifications

The current library would be gutted and refitted. Kitchens are popular in these spaces as sharing food is seen to encourage knowledge sharing. There would be a variety of seating with communal spaces and individual quiet spaces. The ambience of the space is very important, it needs to be light, attractive and funky. Fast broadband is essential.

Fit with library / community

This is another example of a concept that library users may not have considered as possible in a library. However, it fits with the Library’s Objective: To support social inclusion and connections and with Council’s Goal 6: A thriving local economy: Strategy 6.1.2 Working with our business community to provide opportunities for growth and prosperity.

Examples

The Hub Melbourne http://www.hubaustralia.com/locations/melbourne/

Seats2Meet, The Netherlands https://www.seats2meet.com/en