



City of Cockburn Library Services Strategy 2020-2025

Imagine. Connect. Grow.



library.cockburn.wa.gov.au

Table of Contents

Executive Summary	3
Introduction	4
Library Services in a Changing World.....	4
Vision, Values and Goals.....	8
Links to the Strategic Community Plan 2020-2030	9
Strategic Goals and Key Actions	10
Strategic Goal 1 – Customer experiences.....	10
Strategic Goal 2 – Reach out and connect.....	11
Strategic Goal 3 – Innovative service delivery.....	12
Summary of Community Consultation	13
Resourcing the Plan	13
Performance Measures.....	14
Reporting	14
Reference and Demographic Information	14
Appendix1. Library Services Strategy Action Plan.....	16
Appendix 2. Officer Name Codes	24

Acknowledgement of Country

The Mayor, Councillors and staff of the City of Cockburn acknowledge the Whadjuk Nyungar people of Beeliar boodja as the traditional custodians of this land.

We pay our respect to the Elders, past, present and emerging.

Executive Summary

Cockburn Libraries are well-loved well-used community hubs that provide a diverse range of collections, programs and services to people of all ages, circumstances, interests and lifestyles. Every day and in many ways libraries change the lives of people who live and work in Cockburn.

The City of Cockburn is growing and changing, so the libraries must change too. This Strategy Plan sets a vision for Cockburn Libraries over the next five years. Informed by demographic analysis, community consultation and industry research the Plan will ensure library services respond to current and emerging community needs and will serve as a tool to proactively guide future directions and decision-making. Through this Plan we will:

- promote the library to increase service use and reach people who aren't aware of what services we have to offer
- expand our programs for adults and young people
- develop a collaborative approach with other services in the City and the community to deliver more efficient and impactful outcomes

Cockburn Libraries

Welcoming, inclusive libraries in the heart of our community

Imagine Connect Grow

- Goal 1 Deliver great customer experiences.
- Goal 2 Reach out to and connect more strongly with the Cockburn community.
- Goal 3 Explore innovative approaches to ensure library services reflect best industry practice.

"I signed up a couple where the wife was illiterate and they both wanted access to books and audio books so they could read/listen together and he could read to her."

"I photocopied, enlarged and laminated two tiny photographs that were all a man had to remember his deceased children."

"I helped someone who was stressed out battling custody for kids with help photocopying and scanning legal documents."

"I helped a man who spent months looking for work. I helped him upload his resume and apply for jobs. The pride in his voice when he told me he got a job was amazing."

Introduction

The City of Cockburn Library Services Strategy 2020-2025 revises and updates the previous plan that guided the growth of the library service from 2014 to 2019. This plan:

- provides an evidence-based blueprint to ensure library services match current and emerging community interests and needs
- recognises the need to adjust service models, staffing expertise and library infrastructure to meet these needs
- serves as a tool to proactively guide future directions and Cockburn Libraries' decision-making to achieve its identified priorities
- seeks to engage stakeholders in a discussion about the role and value of the City's libraries

Library Services in a Changing World

Cockburn Libraries

The City of Cockburn delivers public library services to the community through a network of three library branches, the library website and a local history website, a home library service and outreach services delivered with partners in the Cockburn community. Significant achievements of Cockburn Libraries over the life of the previous plan were the opening and development of the new Success Library and refurbishments at Spearwood.

- **Spearwood** was the City's first library, built in 1976. Servicing a relatively older demographic the library had an extensive makeover to the public area in 2018. Demand is expected to grow in the coming years as the catchment in new suburbs along the coast doubles in size.
- The community library at **Coolbellup** is the smallest of the three branches. Its catchment is concentrated in this older suburb which is transforming as younger families take advantage of the convenient location, affordable housing prices and access to transport.
- The internationally-recognised award-winning **Success** Library is Cockburn's newest library – opened in 2014 and the centrepiece of the Cockburn Health & Community building in Success. This location provides unique opportunities for collaborative program development to meet the needs of a fast-growing population in the City's centre and south-east.

Cockburn Libraries are also operating in a dynamic industry environment as WA public libraries are currently transitioning through a period of strategic reform. The 2017 WA Public Libraries Strategy aligns with recommendations of the State Government's Service Priority Review aimed at reforming the way library services are delivered to the WA community. It has been the impetus for increased collaboration around a shared strategic vision and sector-wide efficiencies in WA.

Active community hubs

The popular and well-loved Cockburn Libraries have always been early adopters of new technologies and innovative service delivery options (for example RFID, self-checkout,

ebooks, digitised historical collections). The opening of Success Library with dedicated children's, youth, quiet study, technology and meeting spaces created opportunities for the library service to engage with and serve a much greater number of people in new and different ways.

The number of loans made, the number of reference and support enquiries, and the number of participants in library programs continues to increase.

Cockburn Libraries 2018-19



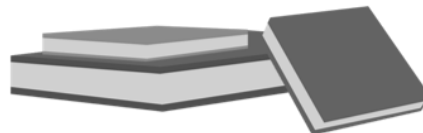
30,800 library members
27% of Cockburn population



368,600 visits to
library branches

130,300 physical
collection items

637,400 loans of
physical items



Books, magazines, journals,
CDs/DVDs, large print, talking books

59,500 downloads
of ebooks and
digital resources



Libby, BorrowBox, Rocket
Languages, RBDigital, Kanopy



123,600 reference,
eResource, technical
and support
enquiries

26,300 participants in
1,200 onsite/offsite
library programs and
activities



Pram Jam, Story Time, STEAM
programs, school holiday, book
clubs, author talks, craft, information

45 public access computers

816,400 hits on website

45,700 wifi connections



Striving to serve our community

For nearly 50 years Cockburn Libraries have adapted and evolved to meet the needs of a growing and more diverse community, to incorporate new technologies and changing service models, and to complement Council in providing safe, attractive healthy programs and civic infrastructure.

In looking to the future, Cockburn Libraries must continually respond to the current and emerging challenges that exist in its operating environment.

- **Changing population:** The City of Cockburn's population is forecast to grow from 112,000 in 2018 to 151,000 by 2031. More people mean greater demand for library services in high growth areas such as North Coogee, Hamilton Hill, Treeby, Cockburn Central and Success. Cockburn will be home to a greater proportion of people aged 60 years and over, more people living alone, more young families, more people who speak languages other than English, more people reliant on casual or part-time work, more people with disabilities and more people affected by mental health, drug and alcohol addiction, homelessness or family violence.
- **Literacy and lifelong learning:** Cockburn Libraries are committed to providing programs, events and opportunities to meet the community's need for dynamic lifelong learning, and to providing meaningful opportunities for social connection and engagement for people of all ages. These are delivered in partnership and collaboration with key community stakeholders and evaluated with the aim of continuous improvement and innovation.
- **Cultural diversity and inclusion:** The City of Cockburn is a culturally diverse community with 45% of residents having both parents born overseas and 21% speaking a language other than English. Cockburn Libraries are committed to addressing the literacy and learning needs of culturally and linguistically diverse (CALD) community members, Aboriginal and Torres Strait Islander people and vulnerable people, such as members of the LGBTI+ community. We provide a safe place where everyone can fulfil their reading and information needs.
- **Books vs ebooks:** While more people are downloading ebooks, more than 90% of loans are from the libraries' physical collections. The shift in format is occurring slowly and requires the library to provide users with easy to access to all collections – both physical and digital. The borrowing of ebooks nearly doubled during the COVID-19 pandemic.
- **Maximising library use:** Cockburn Libraries have a solid platform for future growth – a very good service with excellent facilities, collections and programs. However, comparison with WA library averages and similar sized libraries in the Perth metropolitan area shows that while borrowing rates for the populations are on par; Cockburn has below average library membership, visits and participation in library programs. It is important that the libraries reach out to attract new audiences that are not aware of what the libraries have to offer. Benchmarking also shows that Cockburn Libraries have around 15% fewer staff per capita than similar libraries.
- **Return on investment:** Councils are under constant pressure to ensure that they deliver best value to ratepayers. Research shows that for every \$1 invested in public libraries by Councils and other sources there is a high return of \$3.80 to the

community through efficient access to collections and educational, social, health and employment benefits. Increasingly library programs are seen as the area where libraries can deliver greatest value to their community by promoting reading, learning, community information and social engagement.

- **New service models:** Libraries around the world continue to transform the way they work to enhance the user experience, increase access and improve service efficiency. Increasingly libraries are offering, for example, bookshop-style displays, external reservation pick-up, small local library lounges, 1-on-1 technology support, makerspaces, business and co-working spaces, outreach into the community and 24-7 access to library branches.
- **Workforce transformation:** New technologies, new resources, new service approaches and changing community expectations are driving the demand for transformation in the library workforce. Critical librarianship and information management skills are now being complemented by people with experience in education, customer service, social work, marketing and community engagement.

Vision, Values and Goals

City of Cockburn	
Vision	Cockburn, the best place to be
Values	Excellence Safety Sustainability Customer Service Accountability

Cockburn Libraries strive to make the City’s vision the everyday reality for people who live and work in Cockburn. All employees think and act according to the City’s five values which influence our workforce culture and assist our staff to deliver quality services for the community.

Our vision for the library, strategic goals and service commitment will ensure that every decision we make in the next five years is focused on making the City a better place and changing people’s lives for the better.

Cockburn Libraries

Welcoming, inclusive libraries in the heart of our community

Imagine Connect Grow

Strategic Goals

1. Deliver great customer experiences.
2. Reach out to and connect more strongly with the Cockburn community.
3. Explore innovative approaches to ensure library services reflect best industry practice.

Service Commitment

Cockburn Libraries offer excellent library services which include quality and welcoming facilities and a collection that is varied and current. Great customer service connects customers to what they need. It leaves them satisfied, happy and eager to return to the library because they feel that the library is the ideal place to fulfil their needs. Library staff provide friendly, efficient and accurate service to all clients at all times.

Service Impact

At Cockburn Libraries :

- Children and adults develop, build and cherish the most essential life skill – the ability to read.
- Everyone has a chance to learn, to discover and to fuel their imagination.
- No-one is alone, unwelcome or disconnected from the internet.
- People can relax, be safe and comfortable, and have a better day.

Links to the Strategic Community Plan 2020-2030

The City of Cockburn's Community Perception and Customer Satisfaction Surveys consistently show that Cockburn Libraries are one of Council's strong performers, with a high proportion of the community delighted by the service they receive at their library. The libraries contribute directly to the achievement of the City's vision and the strategic objectives described in the City of Cockburn Strategic Community Plan 2020-2030. The major connections are into the City's Community, Lifestyle and Security outcome area, although the libraries also support social, economic and environmental outcomes through provision of universally accessible social, cultural and creative spaces.

Outcome 3: Community, Lifestyle and Security

A vibrant, healthy, safe, inclusive and connected community.

1. Provide a diverse range of accessible, inclusive and targeted community services, recreation programs, events and cultural activities that enrich our community.
3. Foster local community identity and connection through social inclusion, community development, and volunteering opportunities.
4. Facilitate and support health, and well-being outcomes for our community.
5. Recognise and celebrate the significance of cultural, social and built heritage including local Indigenous and multicultural groups.
6. Provide community, sport, recreational, and cultural facilities and infrastructure to meet our community needs.



Cockburn Libraries

- Community-focused physical and digital collections
- Responsive information and reference services
- Reading, learning, social and cultural programs
- Free access to computers, wifi and printers
- Safe comfortable spaces to read, relax, learn, study or work

Outcome 4: City Growth and Moving Around

A growing City that is easy to move around and provides great places to live.

1. Plan to provide residents with great places to live, activated social connections and high quality open spaces.

Strategic Goals and Key Actions

Cockburn Libraries' Strategic Plan describes three goals which we will strategically pursue over the next five years. Action Plans for each goal will be developed, reviewed and updated annually to ensure that we continue to progress toward achievement of our vision for the Cockburn community.

Strategic Goal 1 – Customer experiences

Deliver great customer experiences.

Our customers' experience of the library is influenced by the look and feel of the places they visit (onsite and online), the collections and services they use, and the way we interact with them.

Key actions	
1.1.	Present library collections, programs, spaces and the website in a way that encourages library users to come back again and again.
	<ul style="list-style-type: none"> • Expand the Newmarket collection to showcase popular reads and suggested reading and purchase more copies of popular titles – physical, e-book and e-audio. • Ensure constant attention to the standard of presentation of the library collections and spaces. • Periodically review the layout of the libraries to allow maximum use of the space.
1.2.	Put the customer first every time – with a consistent approach to all customer interactions that allows flexibility where appropriate.
	<ul style="list-style-type: none"> • Review existing rules and procedures that may place barriers, either directly or indirectly, to community members using the library service. • Develop a customer service model of engagement that enables staff to promote events, programs and outreach
1.3.	Build the capacity and confidence of our team to deal with the different needs of different library users.
	<ul style="list-style-type: none"> • Increase staff training to enable all staff to provide customers with good technology support. • Develop a stronger team culture by providing more opportunities for collaboration between teams and between branches.

Strategic Goal 2 – Reach out and connect

Reach out to and connect more strongly with the Cockburn community.

Libraries have the power to change people’s lives in many different ways. We can best serve our community by maximising use of library services.

Key actions	
2.1.	Better understand the Cockburn community – their interests and changing needs.
	<ul style="list-style-type: none"> • Ensure collection decisions are informed by analysis of loan statistics and customer suggestions and develop a circulation analysis infographic for individual branches and Cockburn Libraries. • Review demographic trends. • Review opening hours, with community input, with the aim of increasing access for people who are currently not library users.
2.2.	Use targeted approaches to increase awareness of modern library services and increase use of our libraries.
	<ul style="list-style-type: none"> • Implement the Cockburn Libraries 2019 Community Engagement Plan. • Develop an Outreach Plan and increase targeted outreach activities. • Actively promote libraries as meeting places for community connections and activities.
2.3.	Expand the number and range of community programs on offer through the libraries.
	<ul style="list-style-type: none"> • Increase program staffing and funding to allow more staff to become involved in program design and delivery. • Use Culture Counts to facilitate community generated programming and measure quality of programs. • Prepare a bi-annual Program Delivery Plan which includes events for all three branches.
2.4.	Develop outcome-focused measurement approaches that demonstrate the impact of library services in the Cockburn community.
	<ul style="list-style-type: none"> • Participate in library sector industry initiatives to develop outcome measures to quantify the value of the library service to our community. • Develop outcome-focused evaluation templates for all services and programs. • Develop a new Programs and Collection Usage reporting structure with infographics.

Strategic Goal 3 – Innovative service delivery

Explore innovative approaches to ensure library services reflect best industry practice.

Cockburn Libraries continuously evolve to respond to the changing needs of our community and align with Council's objectives. The library service will continue to look for, trial and implement new, more efficient and more effective ways of achieving our goals.

Key actions	
3.1.	Leverage the power of new and emerging technologies to deliver service improvements.
	<ul style="list-style-type: none"> Continually look for opportunities to improve service and operating efficiency through investment in ICT.
3.2.	Strengthen collaboration with City business units and community partners to achieve mutually beneficial outcomes.
	<ul style="list-style-type: none"> Explore regional improvement opportunities within the South West Metro Public Libraries Group. Work more closely with Council business units to complement service delivery, promote library services and programs and engage new library customers.
3.3.	Participate in the City's forward planning to ensure library facilities and infrastructure recognises the community's library service needs.
	<ul style="list-style-type: none"> Apply for funding to upgrade facilities at the Coolbellup Library to provide additional physical spaces for people who seek community contact, learning places and study areas. Engage with the community in shaping library services for the Learning for Life Hub at Spearwood. Ensure funding for any future library redevelopment/relocation is included in Infrastructure Plans.

Summary of Community Consultation

Cockburn Libraries conduct annual surveys of up to 1,000 library users to assess the level of satisfaction with library services and opportunities for improvement. Library users help shape the collection through regular requests for books and resources, and also provide feedback through post-program satisfaction surveys. The community also engaged in planning for future library services through the development of the libraries' 2019 Communication Strategy.

This Strategy Plan was further informed by responses to a Comment on Cockburn community survey run in March 2020 (32 responses received from library users and non-users). Elected members and key City executives were invited to participate in interviews to support the planning process.

The consultation feedback is summarized below.

- High degree of community satisfaction with and stakeholder support for provision of library services in Cockburn.
- Libraries seen as community hubs – valuable assets that offer a diverse range of services to people of all ages, circumstances, interests and lifestyles.
- Libraries should complement their focus on a strong collection by:
 - supporting digital inclusion and facilitating access to current and emerging technologies
 - expanding their learning and social programs
 - promoting themselves as safe meeting places and community learning hubs.
- The challenge for the future is to stay relevant to changing community needs and to maximise community use of library services and facilities – especially for targeted population groups (for example pre-schoolers, youth, migrants, elderly and socially isolated).
- Effective libraries possess a mix of quiet spaces and activity spaces, individual spaces and group spaces, co-working and leisure spaces. Interesting places and spaces encourage people to come and spend productive or relaxing time in the library.
- Libraries should continue to develop collaborative partnerships with other City services and community partners to increase access and service efficiency.
- The success of Cockburn Libraries will be measured by high levels of community use.

Resourcing the Plan

Many of the actions outlined in this Strategy Plan will be resourced through normal operational funding provided for Cockburn Libraries. The library service currently operates on an annual budget of around \$5M and employs 31.8 full-time equivalent staff (in total approximately 50 full-time, part-time and casual employees).

Where additional operating and/or capital funding is required to achieve the Plan's strategic goals this will be sought through participation in normal City processes (that is, annual budgets, Workforce Plan, infrastructure planning).

The anticipated move of the Council Administration offices to new facilities in Cockburn

Central will involve changes to the housing of library services in Spearwood and the City's northern and western catchment.

Performance Measures

Cockburn Libraries' success in delivering welcoming and inclusive library services to the Cockburn community will be demonstrated by increases in the number of people who use the libraries and their experience of the service.

Performance measure	2018-19
Library members as % of the population	27%
Library visits per capita	3.2
Library loans per capita	5.6
Attendance at library programs per 1,000 population	232
Customer satisfaction	95%

Cockburn Libraries will capture and share customers' stories to demonstrate the impact of library services on individuals, families and communities in terms of:

- Literacy and lifelong learning
- Personal development and wellbeing
- Digital inclusion
- Stronger and more creative communities.

The libraries will also participate in statewide initiatives through PLWA (Public Libraries Western Australia) that explore the development of outcome-focused performance measures.

Reporting

Cockburn Libraries are accountable to the community through regular reporting to Elected Members on library use, achievements and emerging issues. The libraries will produce an annual statement for Elected Members in October each year that documents progress in implementation of the Library Strategy and tracks library use against our key performance measures and industry benchmarks.

Reference and Demographic Information

Great libraries work actively with their unique communities to provide services that are responsive to local needs and build individual and community capacity. The Library Strategy 2020-2025 has been informed by detailed analysis of the Cockburn community and the library services that are most relevant in different communities and for people of different ages and interests. It is also based on a deep understanding of trends in the provision of modern public library services in WA, Australia and around the world.

- City of Cockburn Strategic Community Plan 2020-2030
- City of Cockburn Community Profile, 2016 ABS census data, profile.id
- City of Cockburn Population forecasts, ABS data, profile.id
- Australian Early Development Census, Community Profile Cockburn 2018
- Australian Digital Inclusion Index 2019, Telstra
- Cockburn Libraries Customer Satisfaction Surveys
- WA Public Libraries Strategy 2017
- WA Public Library Statistics 2017-18 and 2018-19, State Library of Western Australia
- Guidelines, Standards and Outcome Measures for Australian Public Libraries, ALIA/APLA
- City of Cockburn Libraries 2019 Communication Strategy, Clarity Communications and 2017 Branding Strategy, Research Solutions
- The Value of Public Libraries in Victoria, 2017, SGS Economics and Planning
- Environmental scan of trends in contemporary library services.

Cockburn Libraries manage risk in accordance with the City's Risk Management Framework and participate where appropriate in strategic risk reviews to ensure that sound risk management practices and procedures are fully integrated into strategic projects and day to day business practices.

Appendix1. Library Services Strategy Action Plan

Strategic Goal 1 – Customer experiences

Action	Service focus	Year	Responsible (full titles Appendix 2)	Budget Impact	Measurements
1.1. Present library collections, programs, spaces and the website in a way that encourages library users to come back again and again					
1.1.1 Expand the Newmarket collections to showcase popular reads and suggested reading, including more copies of popular and heavily reserved items.	Collections	Ongoing	BMs, CDT	N/A	Branch Managers to appoint appropriate staff to be responsible for development and display of collections.
1.1.2 Ensure constant attention to the standard of presentation of the library collection (e.g. face out, sorted, upright).	Collections	Ongoing	BMs, LOs	N/A	Branch Managers to oversee branch collection presentation and ensure collections are maintained and presented appropriately.
1.1.3 Increase the size and range of ebooks and eaudiobooks in the collection.	Collections	Ongoing	CDL	Increase Eresource budget - \$10,000 21-22	Budget consideration.
1.1.4 Ensure wifi speed and reliability is consistent with community expectations.	Technology	Ongoing	LTC	N/A	Library Technology Coordinator in liaison with ICT support staff to ensure service meets community expectations.
1.1.5 Periodically review the layout of the libraries to allow customers to make maximum use of the space.	Places and spaces	Ongoing	BMs	N/A	As far as possible, provide dedicated and unassigned spaces within the libraries that attract library users to stay and enjoy themselves (e.g. children's areas, parent-child seating, teen

					spaces, private and group study areas, quiet areas, co-working spaces). Branch Managers in liaison with their staff to review design and arrangement of library spaces annually pre budget submissions.
1.1.6 Showcase Australian authors and Australian non-fiction titles.	Collections	2020-21	CDT	N/A	Collection Development Team to ensure Australian authors that meet the library collection guidelines are profiled in collections.
1.1.7 Increase face out display of the collection, with a potentially smaller collection on display and/or replacement items held in the back room to update displays.	Collections	2020-21	BMs	N/A	Collection Development Team to monitor regular turnover of stock displayed in the collections.
1.1.8 Promote and support digital literacy and access to technology for people who do not have home internet connections.	Customer service	2020-21	ASC, MCE	\$5,000	'Be Connected' to be investigated as potential funding grants for digital training by ASC.
1.1.9 Promote librarian and reader recommendations to increase interest in different titles.	Customer service	2021-22	MCE	N/A	Promotion complete
1.1.10 Develop a more accessible website.	Technology	2021-22	LTC, LTS	\$20,000 - \$30,000	Budget Submission 2021-22
1.1.11 Investigate the children's areas more interactive/free form in a way that does not necessarily disturb other library users.	Places and spaces	2023-24	ML, YSC	Yes	When opportunities occur such as branch refurbishment or redevelopment consideration to be given for design opportunities for children's areas that minimize disturbance to other library clients.
1.1.12 Increase use of the space outside Spearwood Library for special events (e.g. movies, music) and casual library use.	Places and spaces	2023-24	ML, BM(Spe)	Potential	To be considered in future library Learning for Life redevelopment.
1.2. Put the customer first every time – with a consistent approach to all customer interactions that allows flexibility where appropriate					
1.2.1 Review existing rules and procedures that may include barriers either directly or indirectly to community members using the library service.	Customer service	2020-21	MCE, BMs, LOs	N/A	Simplify procedures, guidelines and rules to provide less complicated access to library resources and for the staff to interpret and administer. Standardise operating procedures across all library branches, including conditions

					where staff can exercise judgment in responding to customer circumstances.
1.2.2 Develop a customer service model of engagement that enables staff to promote events, programs and outreach.	Customer service	2021-22	MCE, BMs, LOs	Provision within normal funding	Investigate suitable training. Sample customer service in other public libraries and service settings with the aim of developing high service standards and delivering customer service our customers enjoy. Prioritise customer facing service over other functions (e.g. customer support, collections to shelves, program support). Adopt a more proactive approach to service delivery where staff are encouraged to anticipate customer needs.
1.3. Build the capacity and confidence of our team to deal with the different needs of different library users					
1.3.1 Hold regular staff workshops to share information, generate improvement, ideas and work on possible solutions.	Customer service	Ongoing	MCE, BMs	NA	Schedule developed to ensure workshops occur.
1.3.2 Regularly update training on cultural competence and sensitivity.	Customer service	Ongoing	BMs	Provision within normal funding	Ensure staff attend Learning & Development training opportunities
1.3.3 Increase staff training to enable all staff to provide customers with good technology support.	Technology	2021-22	LTC, LTS	Provision within normal funding	Technology standard staff requirements developed and where applicable staff to undertake suitable training.
1.3.4 Develop a stronger team culture by providing more opportunities for collaboration between teams and between branches.	Other	2021-22	BMs, LOs	NA	Increase staff-interchange and collaboration between branches.

Strategic Goal 2 – Reach out and connect					
Action	Service focus	Year	Responsible (full titles Appendix 2)	Budget Impact	Measurement
2.1. Better understand the Cockburn community – their interests and changing needs					
2.1.1 Ensure collection decisions are informed by analysis of loan statistics and customer suggestions and develop a circulation analysis infographic for individual library branches and Cockburn Libraries.	Collections	Ongoing	BMs, CDT, CDL	N/A	Ensure the community has input into the library collection.
2.1.2 Review demographic trends.	Community engagement	Ongoing	BM - SPE	N/A	Use community and statistical data to inform library decisions wherever possible. Complete review after 2021 census.
2.1.3 Review opening hours, with community input, with the aim of increasing access for people who are currently not library users.	Customer service	2021-22	ML	\$25,000 to \$50000 - salary oncosts	Business case for Sunday opening developed for 2021-22 Budget submission including review of using existing staff to subsidise costs.
2.2. Use targeted approaches to increase awareness of modern library services and increase use of our libraries					
2.2.1 Implement the Cockburn Libraries 2019 Community Engagement Plan.	Community engagement	2020-21	ML, PALM	Increased Promotion & Marketing budget	Meet engagement plan targets

2.2.2 Run training sessions to enable library users to better use the library catalogue, website and other library technology.	Technology	2021-22	LTC, MCE, ASC	N/A	Participant feedback
2.2.3 Develop an Outreach Plan and increase targeted outreach activities.	Community engagement	2021-22	MCE, ASC, YSC, CDL, LHO	N/A	Meet Targets developed in the Outreach Plan
2.2.4 Actively promote libraries as meeting places for community connections and activities.	Community engagement	2021-22	ASC, MCE	N/A	Increase use of the libraries as venues for City and community activities (e.g. community consultation). Maintain spaces and platforms where the community can engage with each other without needing staff involvement.
2.2.5 Consider options for provision of targeted services in population growth areas where there is no library branch (e.g. pop-ups, 'connected' lounge in City facility, shopping centres).	Customer service	2023-24	ML, PALM	Setup costs \$\$	Measures to be developed if proceeding
2.2.6 Explore provision of business co-working spaces and resources in City facilities.	Places and spaces	2023-24	ML, BMs	N/A	Consideration in future library Learning for Life redevelopment.
2.2.7 Investigate a Cockburn Libraries app to increase remote access to and use of library collections, services, information and promotions.	Technology	2023-24	LTC	~\$5000	Investigation complete
2.3. Expand the number and range of community programs on offer through the libraries					
2.3.1 Increase program staffing and budget allocation to allow more staff to be involved in program design, development and delivery.	Programs	2021-22	BMs	Increase to Promotions budget	Number and range of programs increased

2.3.2 Use Culture Counts to facilitate community generated programming and measure quality of programs.	Programs	2021-22	ASC, YSC	Annual licence fee	Seek library user and community ideas for new programs and involve them in shaping and promoting the programs.
2.3.3 Prepare a bi-annual Program Delivery Plan which includes events for all three branches.	Programs	2021-22	MCE, BMs, ASC, YSC	Increase to program & events budget	Expand the range of library programs to engage more community interest:
2.3.4 Implement wait lists to increase attendance at library programs.	Programs	2021-22	ASC, YSC	N/A	Wait lists created and maintained
2.3.5 Hold more events at Spearwood and Coolbellup libraries.	Programs	2021-22	ASC, YSC	Increase to program & events budget	Increased number of events
2.3.6 Introduce weekly early years literacy programs for children aged 18 months to 3 years.	Programs	2022-23	YSC	Increase to program & events budget	New Early Years literacy programs operational
2.4. Develop outcome-focused measurements approaches that demonstrate the impact of library services in the Cockburn community					
2.4.1 Develop Annual Plans and produce an annual report on achievements for City and the community.	Other	Ongoing	ML	N/A	Annual report completed and distributed
2.4.2 Participate in library sector industry research projects to develop outcome measures to quantify the value of the library service to the community.	Other	Ongoing	ML	N/A	Number of projects
2.4.3. Develop outcome-focused evaluation templates for all services and programs.	Other	2020-21	ML, PALM	N/A	Templates developed
2.4.4 Develop a new Programs and Collection Usage reporting structure with infographics.	Other	2021-22	LTC	N/A	Reporting structure developed

Strategic Goal 3 – Innovative service delivery					
Action	Service focus	Year	Responsible (full titles Appendix 2)	Budget Impact	Assessment
3.1. Leverage the power of new and emerging technologies to deliver service improvements					
3.1.1 Continually look for opportunities to improve service and operating efficiency through investment in IT.	Technology	Ongoing	LM, LTC	Budget BC to be submitted if and when required	Work more closely with the City's IT department to remove unnecessary blocks on accessing library services and collections.
3.2. Strengthen collaboration with City business units and community partners to achieve mutually beneficial outcomes					
3.2.1 Collaborate with Cockburn Youth Centre on youth programs.	Programs	Ongoing	YSL	N/A	Number of programs where collaboration has occurred
3.2.2 Work with the Spearwood Seniors Centre on complementary programs for older persons.	Programs	2021-22	ASC	N/A	Collaboration meetings held
3.2.3 Promote library services and events in Corporate emails, newsletters and publications.	Community engagement	Ongoing	CMT	N/A	Increased Library promotion occurring
3.2.4 Explore regional improvement opportunities within the South West Metro Public Libraries Group.	Community engagement	Ongoing	ML	Budget BC to be submitted as required	Number of regional opportunities explored

3.2.5 Work with local historical societies to preserve and display Cockburn's cultural heritage.	Community engagement	Ongoing	CHO	Budget BC to be submitted as required	Local History Officer to engage and collaborate with Azelia Ley Museum and Historical Society.
3.2.6 Participate as far as possible in City and community festivals and events (e.g. Teddy Bears Picnic, Spring Fair).	Community engagement	Ongoing	YSC	N/A	Number of events where participating has occurred
3.2.7 Partner with City Support Services and community groups to support social inclusion for older people, people living alone, people with disabilities and people with physical and mental health conditions.	Community engagement	Ongoing	ASC	N/A	Increased accessible social inclusion opportunities provided.
3.2.8 Target and work more closely with community groups and partners to promote library services and programs and engage new library customers.	Community engagement	2020-21	YSC, YSC, MC	N/A	Increased promotion through these channels
3.2.9 Encourage community groups to hold relevant events in the library (e.g. Stories in Chinese).	Community engagement	2020-21	YSL, ADS	N/A	Number of contacts with community groups promoting library space use
3.2.10 Work more closely with the City's business units to complement service delivery, promote library services and programs and engage new library customers.	Community engagement	2021-22	BLs, AD	Budget BC to be submitted as required	Deliver more special events or one-off programs complementing City or community initiatives. Target administration staff and citizenship ceremony attendees for library membership.
3.3. Participate in the City's forward planning to ensure library facilities and infrastructure recognise the community's library service needs					
3.3.1 Apply for funding to upgrade facilities at the Coolbellup Library to provide additional physical spaces for people who seek community contact, learning places and study areas.	Places and spaces	2021-22	ML, BL -COO	21/22 BC Budget Submission	To be developed as part of business case

3.3.2 Engage with the community in shaping library services for the Learning for Life Hub at Spearwood.	Places and spaces	2024-25	ML	Budget BC to be submitted as required	Development of Community engagement plan for the Learning for Life Hub
3.3.3 Ensure funding for any future library redevelopment/relocation is included in Infrastructure Plans.	Places and spaces	2024-25	ASC, YSC, ML	Budget BC to be submitted as required	Recreation & Community Safety Manger kept informed of Library Services Infrastructure needs

Appendix 2. Officer Name Codes

Officer Codes	
ML	Manager Library Service
BMs	Branch Managers
ASC	Adult Services Coordinator
YSC	Youth Services Coordinator
LTC	Library Technology Coordinator
MCE	Marketing & Customer Experience Lead
CDT	Collection Development Team
CDO	Cockburn History Officer
CDL	Collection Development Librarian
LT	Library Technician
LTS	Library Technical Support
LOs	Library Officers

Coolbellup Library

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T 08 9411 3830

E coolib@cockburn.wa.gov.au

Spearwood Library

Spearwood, 9 Coleville Crescent, Spearwood WA 6163

T 08 9411 3800

E spelib@cockburn.wa.gov.au

Success Library

Success, 11 Wentworth Parade,
(Ground Floor - Cockburn Health & Community),
Success WA 6164

T 08 9411 3840

E suslib@cockburn.wa.gov.au



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