

Library Strategic Plan 2019 – 2026

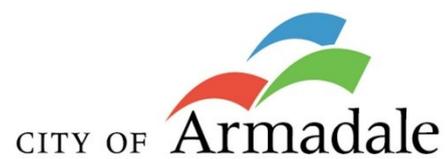


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Background

In 1958, one of the first public libraries in Western Australia was opened on Jull St, Armadale. Since that beginning, the City of Armadale Library Service has developed to be well-regarded within Western Australia. It is considered a progressive service which has evolved and adapted in response to community demand. It has also been at the forefront in implementing technology and services which respond to the increased impact of the digital world on its membership.

The City's original Library Strategy Plan was created in 2005. Titled "Timeline 2016: Strategic Directions for Library Services" it examined best practice and trends in library services at the time and recommended a 10 year strategic framework.

Locating the Armadale Library inside a shopping centre in 2010 had a significant positive influence on library usage patterns. This decision generated a great deal of interest from other local governments and became a benchmark for service delivery from a multi service location, rather than the library being a separate and independent destination.

By 2012 it became evident that the impending expiry of the lease for Kelmscott Library created a catalyst to review the existing Strategy. It was not considered possible to determine the best option for a Kelmscott Library in isolation from other library developments.

Council endorsed the Library Strategic and Development Plan 2012 in February 2013 and adopted seven recommendations for the future direction of the library service.

Following the successful relocation of Kelmscott Library in January 2016 these recommendations were reviewed and updated. This review expanded on the options and budgetary implications, and considered the impact of digital resources on public library usage. Eight supplemental recommendations were included in the updated document.

Council endorsed the Library Strategic and Development Plan Review and Update 2016 in July 2016.

In addition to the adopted Strategic and Development Plans, library services provided by the City are governed by the following legislation, standards, and guidelines:

- Library Board of Western Australia Act 1951
- Library Board (Registered Public Libraries) Regulations 1985
- The UNESCO Manifesto for the public library
- Guidelines, Standards and Outcome Measures for Australian Public Libraries 2016

In late 2017 the State Government released the WA Public Libraries Strategy. This document seeks to drive significant, transformational change in order to deliver more efficient and flexible public library services to meet Western Australia's growing and diverse community needs.

This document, the Library Strategic Plan 2019-2026, revises and consolidates the recommendations of the previous strategies, acknowledging updated legislation and national standards and guidelines to guide service delivery into the next decade.

The Strategic Plan will be reviewed progressively, with a full review in 2021 following the proposed opening of a full service library in the Harrisdale District Centre.



1. Library Services in the 21st Century – Strategic Directions

The continued relevance and need for public libraries has been debated for many years, particularly in light of the increased availability and reach of digital services. When asked to think about libraries, many people refer back to the libraries of their childhood, with images of dated buildings, dusty bookshelves and staff insisting on silence.

Any public library strategy needs to address this question of relevance and convince its funding body that the public library is a viable and sustainable institution which provides a dynamic, multi-purpose environment for learning and recreation.

At the highest level, the UNESCO Manifesto for the public library states:

The public library, the local gateway to knowledge, provides a basic condition for lifelong learning, independent decision-making and cultural development of the individual and social groups.

This Manifesto proclaims UNESCO's belief in the public library as a living force for education, culture and information, and as an essential agent for the fostering of peace and spiritual welfare through the minds of men and women.

UNESCO therefore encourages national and local governments to support and actively engage in the development of public libraries.

The modern-day library is a vital community hub, a hive of activity that brings people together, and that the return on investment in libraries provides a significant and measurable positive social and economic benefit, with research showing an average return on investment of approximately \$4 (See [Appendix Five – Consultation documents](#)). As a free service it is vital in ensuring equity in social connectivity and providing access to life-long learning opportunities.

The City's original Library Strategy Plan was created by external consultants in 2005. It examined best practice and trends in library services at the time and recommended a 10 year strategic direction framework based on projected outcomes and growth measures for the City.

Whereas the 2005-2016 library strategy had focused primarily on the physical library space and collection considerations when planning for new libraries, libraries world-wide were starting to include 'place' as a third, more significant factor. While the original Strategy was pertinent in a broad sense, much of the statistical data and prescriptive recommendations were no longer relevant to a contemporary or future library service.

By 2012 the major consideration in public library planning was determining the location of libraries, and agreeing that the preference for future libraries was a compromise of selecting the "right" place (location) over the physical configuration.

For public libraries, location is now recognised as a key focus in their success. A library isolated from where people go will, at best, be underutilized. Numerous options for co-location of libraries exist: with sport or leisure centres; with community or youth centres; with educational facilities, particularly university or TAFE campuses. Co-location with schools has been less successful, other than in small towns.



The concept of locating libraries in shopping centres originated in Singapore. The National Library Board of Singapore reported in 2002 that:

An unexpected phenomenon that kick-started the image overhaul of public libraries in Singapore was the shopping mall libraries. Originally meant as a stop-gap measure to open libraries quickly.....they have since become irresistible attractions in their own right.

This trend was followed swiftly by Tower Hamlets Council in London which discovered:

That people did really value libraries.....but they wanted libraries to fit in with their lives. Location was crucial....

At a time of significantly reduced funding for public libraries throughout the UK, a major relaunch of Tower Hamlets libraries saw £20 million invested in new libraries and learning services, located in shopping precincts. The ethos was that customers should not have to go out of their way or make a special journey to visit their local library.

This investment dramatically transformed library and information service performance from being the worst performing in London to one of the best, and among the most heavily visited library services in the UK.

Evidence from library services throughout the world is that public libraries which are attractive, well located, and proactive in providing the places, spaces and resources that the community is seeking, will remain relevant and integral to the lives of that community.

Within Western Australia, the importance of “place” has already been demonstrated by the decision to relocate the Armadale Library into the redeveloped Armadale Central Shopping Centre. Although only a few hundred metres from the old library, a 1970s building on Orchard Avenue, ongoing usage of the new library is double that of the previous facility, both in terms of visits and lending.

With this in mind, the primary recommendations of the previous strategies related to the concept of “place” and the importance of co-locating the City’s public libraries with other facilities and services.

These recommendations remain at the core of the future direction of the City’s library service and have been combined into one underpinning recommendation:

A review of the Library Strategic and Development Plan was undertaken in 2016. This followed the successful relocation of Kelmscott Library to the Stargate Shopping Centre and subsequent positive feedback and increased usage of the new library. The review recognised the work undertaken in the previous years, and identified some of the challenges facing the City in planning for future libraries.

These challenges include:

- the population increases in the City;
- other commercial developments taking place in the City;
- the opportunities to plan library development in conjunction with community infrastructure plans;
- the need to budget accordingly for new, refurbished, or relocated library services; and
- the impact of digital developments in libraries, and the City’s Digital Strategy.



In late 2013, the Australian Library and Information Association (ALIA) predicted that digital and physical lending would reach equilibrium at 50:50 by the year 2020 and continue at that level until 2040 with a subsequent decline in print materials.

High levels of adoption of online services were also expected to challenge the continued viability of the library building, with a decline in both visits to libraries and borrowing of physical items.

However, the opposite has been overwhelmingly the case. Library services across Australia reported increased visits to their facilities, underlining the importance of “place”. Borrowing of printed books also increased, particularly among younger customers, with many seeing it as an escape from the demands of an online world.

In response, ALIA revised their forecast to a maximum of 80:20 by 2020 with print remaining the dominant medium for library collections until at least 2070.

During the period 2012-2018, the City’s libraries have introduced a wide range of online services to customers, both locally and on a state-wide basis. Although usage of these services has been taken up by many customers, electronic items comprise less than 10% of the total borrowing figures from the City’s libraries. In line with international trends this indicates a continued preference locally for print collections.

In 2016 WALGA released the Vision 2025: Framework for Strategic Action which recognizes the key role that public library services play in developing stronger communities. This document formed the basis for the Background Paper Western Australian Public Libraries: Our Future which culminated in the creation of a Public Library Strategy for Western Australia, by the State Government.

The core outcomes of this Strategy include:

- Updated legislation and relevant governance and funding models
- Integrated planning
- Best value service delivery
- Strategic positioning demonstrating the intrinsic value of libraries.

Optimistically, the ongoing development of the City’s public library service will be enhanced and strengthened following the implementation of the changes envisaged in the state-wide strategy. However, adequate funding for service provision remains critical if the concept of a partnership is to be maintained at a state-wide level. This funding is not addressed in the State strategy, nor has there been any discussion of additional funding from the state to implement some of the proposed outcomes.

In 2012, ALIA released an evidence-based guide for the development of public libraries in Australia. It established national principles, based on standards and guidelines developed for New South Wales and Queensland. This document, *Beyond a Quality Service: Strengthening the Social Fabric; Standards and Guidelines for Australian Public Libraries* helped inform service planning, assessment, and continuous improvement, and was envisaged as a practical tool for comparison among library services.

By 2016 it was evident that these standards and guidelines were in need of review and updating if they were to remain relevant. The revised document, *Guidelines, Standards and Outcome Measures for Australian Public Libraries*, was developed in consultation with public library managers and staff across Australia.

These guidelines and standards present a cohesive benchmarking framework for Australian public libraries which addresses the essential components of a public library. The document pinpoints key areas of service development and focuses not only on what public libraries should be doing but why this is important.



This framework for Australian Public Libraries examines the Strategic Community Focus for providing responsive library services, and the outcomes for both individuals and the community as a whole. The framework is included as Appendix One.

The document recommends both Basic and Enhanced standards for library service provision and funding. Adoption of these revised guidelines is also proposed as part of the Public Library Strategy for Western Australia, albeit as an aspirational goal initially.

The unique partnership between State and Local Government in Western Australia differs from the funding arrangements in place in other states and makes it slightly more complicated to compare funding and service levels. Funding for electronic resources and items in languages other than English is provided on a state-wide basis and is not calculated on a per capita basis to each local government.

In discussing these aspirational goals, it is important to note that an immediate increase in stock provision cannot be realistically accommodated in the City's existing libraries. For example, meeting the basic standard for items per capita based on 2018 population figures would require a doubling of the current library holdings and a commensurate increase in budget allocations.

However, with new libraries forecast for Harrisdale and Hilbert, it is important to include these additional funding considerations as part of the City's strategic plans. With this in mind, the Long Term Financial Plan should be reviewed in order to ensure that the City's libraries make progress towards meeting the standards and are able to meet predicted demand at these new facilities.

Appendix Two provides examples of the proposed standards and demonstrates how the City's libraries are benchmarked against them using current funding models. In addition to increased local funding, lobbying of State Government will be required to ensure that equitable partnership obligations are upheld.

Public libraries deliver a diverse range of services to the community. Although the intrinsic value of libraries is understood, it is difficult to measure library services in terms of economic return and social outcomes. Extensive studies undertaken in Australia and internationally concur that the return on investment for every dollar spent on public library services is approximately \$4.

Although public libraries throughout WA perform the same core services – lending of items and encouraging literacy – community awareness of the wide range of other services provided by their local library is often low. For many people, their concept of a library remains grounded in the facilities they would have used when growing up. Somewhat surprisingly this is true not only of those who do not use libraries but also of customers who are regular library users.

Public Libraries Western Australia (PLWA) was constituted in 2009 to be the peak body to represent public libraries in Western Australia. PLWA plays a crucial role advocating for public libraries and their associated services in Western Australia. It is the only recognised representative organisation for library services and works with state government and WALGA on behalf of its membership both locally and nationally in conjunction with Public Libraries Australia, the Australian Library & Information Association, and the peak bodies in each state and territory.

PLWA has played a significant role in previous campaigns advocating for funding security to maintain a sustainable future for public libraries in Western Australia. PLWA's platform is agreed by its local government membership, represented by library managers, and as an incorporated body it presents a collective voice on issues affecting public libraries.



Priority 5.3 of the Public Library Strategy for Western Australia is to develop a State-wide consolidated marketing campaign which promotes the diverse service offerings and value of public libraries in Western Australia. Public Libraries WA has been tasked with leading the development of this campaign advocating for, and promoting, the diverse service offerings and value of public libraries in Western Australia. An integrated marketing and advocacy strategy will enable libraries to promote a single, united message to decision makers, funding bodies, and the public.

Public libraries throughout WA have often collaborated on projects, and the sharing of information between colleagues in the industry is invaluable. Discussions have taken place between members of Public Libraries WA to investigate the possibilities of formalizing some of these relationships and establishing regional approaches to metropolitan library services based on the existing WALGA Zones.

These options could see economies of scale associated with shared library management systems, library resource sharing, consortium purchasing agreements, grant funding applications, and other initiatives which will benefit library users and local governments.

This strategic plan recommends that the City of Armadale library service continues to collaborate with other local governments in its WALGA Zone, recognising the communities of interest in this area, and the mutual benefits of a collective approach to providing increased library services to those communities.

Recommendations

1	Strategic directions for public library services in the City of Armadale
1.1	That place (i.e. location) is the major consideration in future development of the City's public libraries. By preference libraries will be co-located with other facilities and services, ideally in town centres.
1.2	Recognise that the development and implementation of a new Public Library Strategy for Western Australia may impact on future operational requirements of the City's library service.
1.3	Acknowledge the continually changing nature of library services and ensure that the City's libraries are positioned to be flexible in response to future community needs and demographic changes.
1.4	Adopt the Guidelines, Standards and Outcome Measures for Australian Public Libraries 2016 as a benchmark for public library service provision within the City of Armadale.
1.5	Amend the Long Term Financial Plan to increase funding for library resources to more closely meet the benchmark standards of the Guidelines, Standards and Outcome Measures for Australian Public Libraries by 2025/26.
1.6	Support Public Libraries WA to promote and advocate for the interests of public libraries in Western Australia.
1.7	Support the City's library service working in consortium with other libraries based on the WALGA Zones.



2. Existing Library Facilities and Services

The City's public libraries are a valued service. Nearly 1,000 people per day visit one of the three libraries to read, to study, attend an event, use a computer, borrow books and/or other items, or simply use the space. A map of the City showing both existing and proposed library locations is included as Appendix Three.

During the two year period July 2016 to June 2018 the library service achieved the following: **690,000** visits to at least one of the City's libraries.

The three libraries were open a total of **16,268** hours.

The library service is also open 24/7 for online access to electronic resources. Customers can use their membership over the internet and borrow from anywhere in the world.

163,000 people interacted with the library service online, either through the website, the online catalogue, or through the range of electronic resources available.

7,900 new memberships were created.

702,000 physical loans were made.

50,300 electronic loans were recorded. This includes ebooks, electronic magazines, and downloadable audiobooks.

56,900 reservations for items were placed.

8,050 titles were requested from other libraries across WA as part of the State-wide resource-sharing agreement.

170,000 sessions of public computers and Wi-Fi use.

Over **1,040** regular and special library sessions were held, with more than **23,000** attendees.

Regular sessions include: Storytime, Baby Rhymetime, school holiday programs, English conversation classes, reading & writing groups, computer training sessions, 3D printing workshops, games mornings and the Men's Social Group.

Special sessions include: author talks, workshops, presentations, demonstrations, specialist programs, and community information sessions.

200 visits to schools, kindergartens and childcare centres were made. These talks reached over **11,300** children and parents.



2.1 Armadale Library

The original 2005 strategy to create a library with a floor area of 2,200sqm co-located with a proposed CBD education precinct was not a viable proposition owing to State Government priority changes.

The opportunity arose to locate a library in the Armadale Central Shopping Centre and this opened in January 2010. Approximately 1,100sqm and named The Library, it was the first full-service public library in Australia to be located inside a shopping centre.

Although the physical space meets current needs, opportunities to increase both the space available and range of services provided have been actively investigated in recent years. This culminated in an additional 120sqm of space being allocated to the library for the construction of a collaborative “Creative Space” which will open in 2019.

Armadale Library is one of the most heavily used libraries in WA, with over 220,000 visitations in 2017/18. The success of the library in the shopping centre mall was summed up in a report to Council on the anniversary of the second year of operations in this location.

Located in the heart of a shopping centre, with well-designed and attractive spaces, The Library continues to demonstrate that it has become the third place in the lives of many of its community. Many users had never been in a public library before they came across this one, simply because of its location. Others who are regular library users have been overwhelmingly positive about the library and its location.

This statement continues to hold true in 2018, demonstrating the importance of location for library facilities.



2.2 Kelmscott Library

The limitations of the former leased building on Albany Highway had hampered service delivery for many years. Significant upgrades to the building would have been required to resolve the many structural deficiencies and poor layout. Negotiations on lease renewal in October 2014 saw a reluctance on the part of the owner to refurbish the building to the City’s requirements for a viable, functioning public library.

The 2005 Strategy proposed a substantial facility of 1,100sqm, however this proposal was deemed excessive, following the opening of the new Armadale library and changes to usage patterns and growth projections.

An amended proposal was recommended in the 2012 Strategy which determined that a smaller, well- designed library with a flexible layout in the right location would better meet the needs of the catchment population.

A vacancy arose at the Stargate Shopping Centre and, following the signing of a 10 year lease, a new library facility of 500sqm was constructed and opened in January 2016. The library has generated extremely positive public feedback, with 70,000 customer visits in 2017/18.

The interior design of the library is based on the “discovery layout” model which combines a sense of arrival with a mix of intimate spaces and open areas. This concept is designed to minimise barriers, showcase the facilities, and encourage visitors to explore. Bold use of colours, furnishings, and graphics were used to build a coherent experience with minimal visual clutter.



2.3 Seville Grove Library

The oldest of the City's Libraries in terms of the building, Seville Grove Library is a Council- owned facility located adjacent to the Champion Centre and Seville Grove Shopping Centre. The current location of the library makes it an ideal location for a "community hub" meeting the specific demographic needs of its catchment population. During 2017/18 50,000 customers visited the library.

The library's proximity to both Armadale and Kelmscott Libraries, combined with analysis of ongoing low usage patterns, prompted discussion on the feasibility of relocating the library to Harrisdale. This proposal elicited a negative response from the community and the 2016 Strategic Plan Update recommended maintaining the library in its current location.

In 2017, a feasibility study was conducted to inform the Bob Blackburn Master Plan project relating to the future of the Seville Grove Library and the adjacent Champion Centre. Findings from that study pertinent to the library included:

- The library's services are valued, in particular the IT area
- There is high demand for public computers, particularly to assist with job seeking
- Demand exists for additional meeting and activity spaces
- The library is easy to access due to ample, on-site parking

The feasibility study resulted in Lotterywest providing funding of \$4.1 million to undertake a complete refurbishment of the Seville Grove Library and the Champion Centre. This refurbishment will reflect the findings from the feasibility study, enhance the library's now dated appearance, and better position the facility to meet the changing needs of library users in the 21st Century.

Better use will be made of the library space, drawing on the Kelmscott Library "discovery layout" experience. The updated Seville Grove library will provide access to a modern facility with flexible and attractive spaces. The library's place as a hub in the community will allow it to be focussed and responsive to the changing needs of library users and continue to provide a welcoming space for all.

Building work commenced in mid 2018 and the refurbished library is scheduled to reopen in mid 2019.



Recommendations

2	Maintain the City’s existing library facilities
2.1	Support Armadale Library remaining in the Armadale Town Centre, preferably within a shopping centre, with long-term agreements to be negotiated prior to the expiry of the current lease term in 2024.
2.2	Support Kelmscott Library remaining in the Kelmscott Town Centre, preferably within a shopping centre, with long-term agreements to be negotiated prior to the expiry of the current lease term in 2025.
2.3	Support Seville Grove Library remaining in its current location with appropriate updates to the facility as required.



3. Future Library Facilities

The valuable role of public libraries in today's world is demonstrated by the significant investment in new library buildings both nationally and internationally. Many local governments in Australia and overseas have focussed on landmark buildings, designed as architectural destinations, as evidenced recently in Perth and Geelong.

Predictions for libraries to remain as physical places for the foreseeable future are universal. However, an increasingly important part of a public library's service offering is not just the fabric of the building. The successful library is a vibrant, contemporary place or space where people come together to meet, to connect with each other, to create, and to celebrate their community. Feedback shows that the library is seen to be a safe place where all are welcome, access is free, and there are no judgments.

The challenge for the City of Armadale is determining the locations which would best service the library needs of its growing population, as well as the economic viability of library services. The suburbs of Forrestdale, Harrisdale and Piara Waters have some of the fastest population growth in the country. The expectation of residents of these localities, as well as those of new developments in Hilbert, Wungong, and Haynes is of a public library service closer to their homes than those currently provided. The City's library service does not have the capacity to meet the needs of these growing populations within the existing facilities.

The Guidelines, Standards and Outcome Measures for Australian Public Libraries 2016 state that libraries need to be inclusive, offering services to all members of the community. Library services should be structured to maximise accessibility and convenience to potential users when using the physical library and when using the library's digital services.

The number of public libraries provided by a local authority is at the discretion of each local government and is not prescribed in the national standards. Decisions on the number and location of facilities will be influenced by the total area and population spread, and the size and service offering of each library. Within the Perth metropolitan area, small local governments such as Bassendean and Kwinana have one library each. Larger authorities provide between two library facilities (South Perth) and six (Stirling), each serving an average population of 31,000 residents.

The City of Armadale currently serves an average resident population of approximately 30,000 at each of its three libraries. Additional use of the libraries, particularly Armadale, is made by non-residents including local workers and visitors.

	2018	2021	2026	2036	2041
	3 Libraries	4 Libraries	5 Libraries	5 Libraries	5 Libraries
Total Forecast Resident Population	89,000	98,000	113,000	141,000	152,000
Average resident population per library	29,666	24,500	22,600	28,200	30,400



The number of libraries also impacts on the division of the State Government expenditure for stock purchases. This funding is allocated to local governments on a per capita basis and the library service determines how it is allocated among its libraries.

This per capita funding is also dependent on the State Government's total allocation to the Western Australian public library service. This figure is highly variable. For example, in 2015/16 the City of Armadale received \$191,000 for stock purchases, whereas, in spite of its population increase, the allocation for 2017/18 was \$150,000.

The State Government does not provide any additional funding for resources when an additional library is built. The expectation is that local governments will stock new libraries from within existing collections or provide additional funding at a local level to purchase new items.

3.1 Harrisdale Library

The City's projected population growth supports the proposal to establish a library in the Harrisdale locality. Its catchment area would include the populations of Harrisdale and Piara Waters as well as residents of neighbouring suburbs. The current population is approximately 20,000; this is forecast to grow to almost 27,000 by 2021, and increase to 36,000 by 2036.

Of the residents of Harrisdale and Piara Waters who were library members, approximately 1,000 were members of a City of Armadale library. A further 3,100 were members at a City of Gosnells library, predominantly Amherst Village library. Although there is some overlap between these numbers, it is evident that proximity to a library determines usage from residents of a locality.

Ongoing informal correspondence has been received by the City in relation to library services in this area, all requesting a library closer to the Harrisdale/Piara Waters localities. This correspondence notes that the areas are fast developing with several new schools, as well as the difference in distance to libraries in both Armadale and Southern River.

The owners of the Harrisdale Shopping Centre have advised that Stage Two of the development is scheduled to be operative in 2021. A location in close proximity to the shopping precinct would be the preferred position for a library to service the communities of Piara Waters and Harrisdale. However alternative sites would need to be considered if this cannot be achieved.

Budgetary allocation for a library of 1,000sqm is recommended to meet the needs of the forecast population. The extended 1,220sqm Armadale Library incorporates a large reading lounge with attached community meeting room, a quiet study area, an IT Training room, a youth zone and specific children's area.

Any new library should offer meeting rooms of differing capacities to enhance library programs and provide adequate bookable space for community groups as well as providing opportunities to partner with other services.

It is also envisaged that a library in Harrisdale should incorporate a connection with the City's Museums and Local Studies Library. Residents of new localities within a local government area are often unaware of their district's history. Options could include flexible exhibition space suitable for housing the Museum's temporary exhibitions and enhanced opportunities for local schools to engage with the Museum Education Officer.

Harrisdale Library has been identified as a Key Strategic Project in the City's Corporate Business Plan 2017-2022 and included in the Long Term Financial Plan with funding for a proposed library located in or adjacent to the Harrisdale Shopping Centre projected to be operating in 2021.



In order to build capacity for a permanent library facility in Harrisdale, it is also proposed that a feasibility study be undertaken into the provision of a temporary library facility within the Harrisdale District Centre. A facility of this nature would provide core services such as lending and community engagement, with an emphasis on children's services, reflecting the growing number of young families within the catchment area.

If supported, a detailed proposal and costings for a temporary library will be the subject of a further report to Council.

Fitout costs for a temporary facility would include stock and equipment which could be transferred to the permanent library when completed. Establishing a temporary library would also require bringing forward some of the staffing allocated to Harrisdale Library in the City's Workforce Plan.



3.2 Hilbert Library

Recent population predictions for the Hilbert and Haynes area show a significant growth trend to 30,000 residents by 2036, with approximately half of those residents being in the suburb of Hilbert. Resident population is expected to peak at 55,000 beyond that period. Determining exactly where a public library should be located in this area, either in the 'community use' space or within a shopping centre requires further investigation.

The community use space would provide greater opportunities for partnerships with other community service providers but may deter the broader range of clients that a public library would attract in a shopping centre location. This would vary depending on the proximity of the retail facility to the community facility.

The proposed Stockland development of the Wungong Urban Town Activity Centre located off Forrest Road in Hilbert has an allocated 5,000sqm community site for the City of Armadale. Consideration will be given to the impact of the library being incorporated with the community facility adjacent to the All Abilities Playground, or in the proposed commercial centre.

The 2016 Strategy Update recommended that a commitment would need to be made in the Long Term Financial Plan for a new Haynes Library for the 2026/27 financial year if this was to be achieved.

The Hilbert Library has been identified as a Key Strategic Project in the City's Corporate Business Plan 2017-2022 and included in the Long Term Financial Plan with funding for a proposed library located in or adjacent to the Hilbert District Community Centre estimated to be operating by 2026.

As a result of increased rate growth in this area there is a potential that a library facility might be required at an earlier date than proposed. Further research into options for the library are being undertaken in conjunction with the Community Planning and Community Development departments. A feasibility study for the provision of a library within this area has commenced with the outcomes to be reported to Council in mid-2019.

The outcomes of the feasibility study will determine any appropriate updates to the recommendation for a library facility in this area.

Recommendations

3	Develop new library facilities to meet community growth
3.1	Support the development of a Library in, or adjacent to the Harrisdale District Centre, to be operative in 2021.
3.2	Support the concept of a temporary Library within the Harrisdale District Centre, to be operative in 2020. This recommendation will be the subject of a separate detailed report to Council which includes financial implications.
3.3	Support the development of a library serving the suburbs of Hilbert and Haynes, to be operative by 2026.



Conclusion

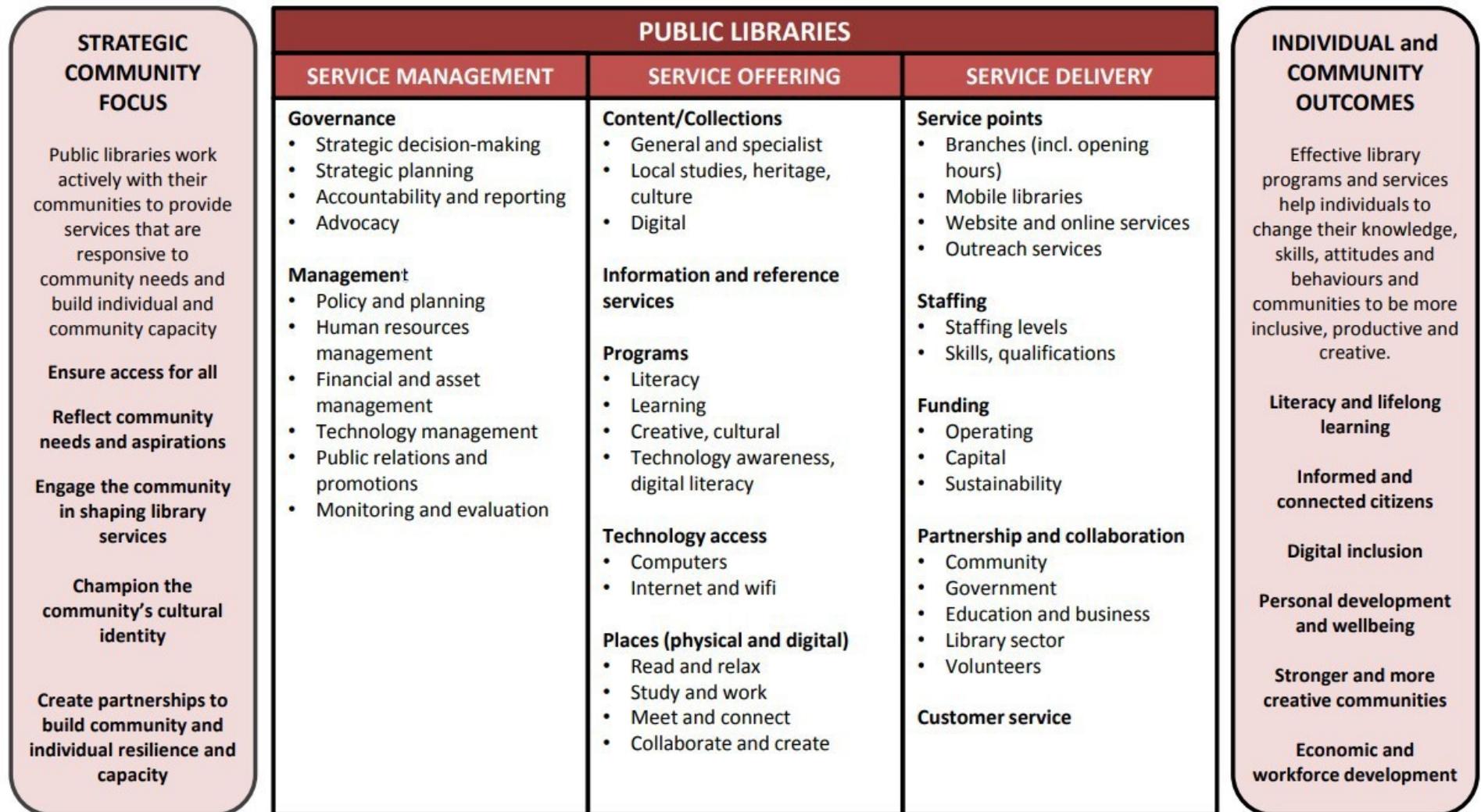
For over 60 years, the City of Armadale has demonstrated its commitment to the support of public libraries. Libraries contribute significantly to the recreation, education, social, and information related needs of the community.

Implementing the recommendations of this Strategy will give the City the flexibility to adapt to future community needs, service priorities, and demographic changes, locating libraries where they are required in response to the City's continued growth.

The Strategy also allows the City to be responsive to opportunities and able to change to ensure a sustainable library service which provides a positive return on investment and a measurable social and economic benefit to all members of the community.



Appendix One – A Framework for Australian Public Libraries



Appendix Two – Benchmarking to the National Standards

2018/19 snapshot

Standard	Current	Basic Standard
Total materials expenditure ¹	\$333,151	\$518,000
Municipal funds	\$115,000	
State Government allocation	\$218,150	
Expenditure per capita ²	\$3.50	\$5.65
Items per capita ²	0.91	1.7
Total items ³	83,000	155,870

Notes:

1. Includes State Library contribution of \$176,900 for physical stock. Added to this is nominal e-resource and LOTE funding of approx. \$41,250.
2. Est. Population: 91,671 (forecast.id).
3. Physical and locally owned electronic items only – does not include state-wide electronic resources.

2025/26 estimates – proposed standard of resources and funding

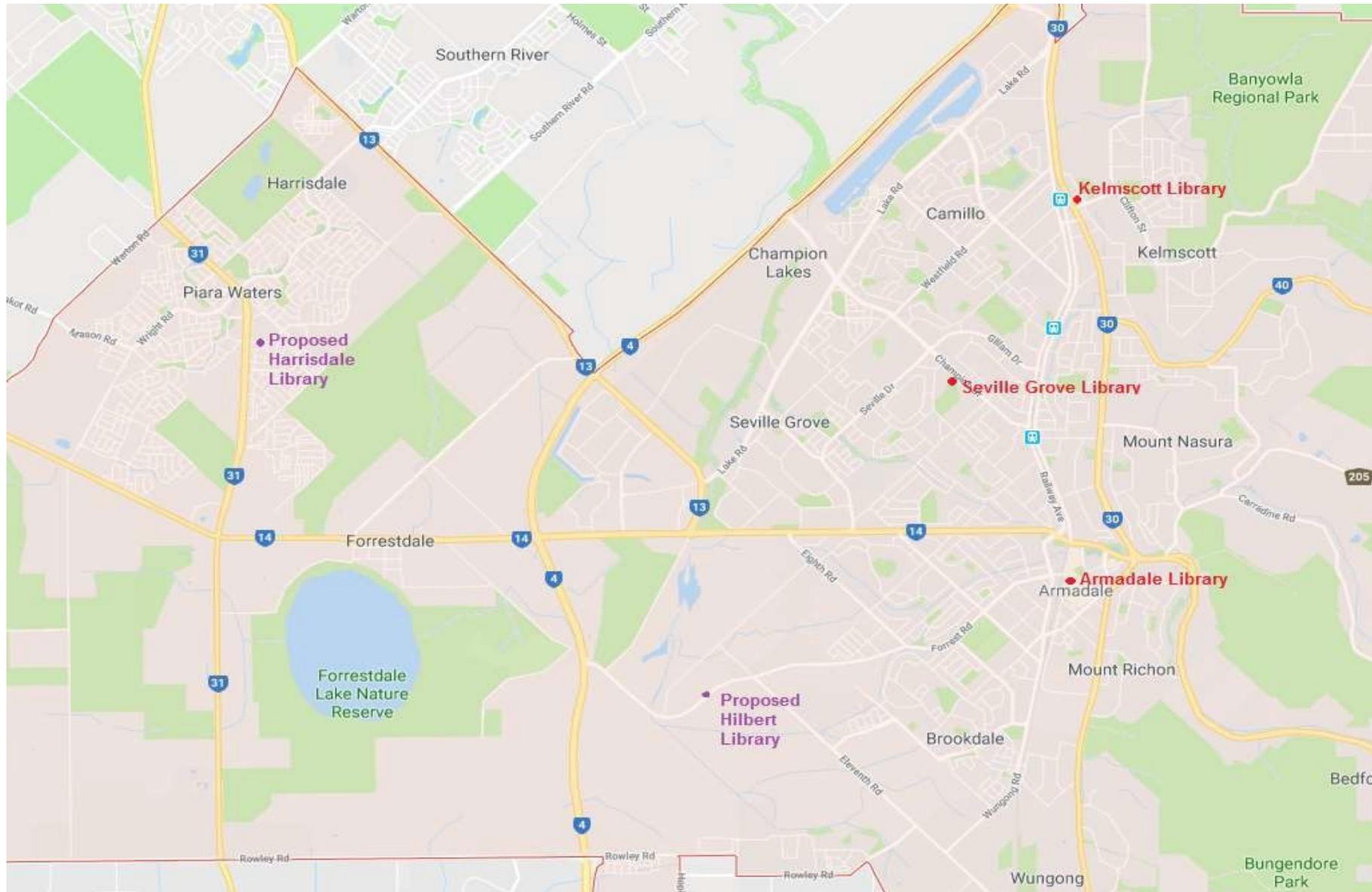
Standard	Basic Standard	Proposed
Materials expenditure per capita ⁴	\$5.65	
Total materials expenditure ^{5 6}	\$660,372	\$596,722
Municipal funds		\$336,687
State Government allocation		\$260,035
Items per capita ⁷	1.7	1.41 ⁹
Total items ^{7 8}	198,696	160,000

Notes:

4. Based on 2016 standards – CPI increases to be assumed.
5. Est. Population: 113,305 (forecast.id).
6. Based on 2018 per capita funding. Includes estimated State Library contribution of \$215,644 for physical stock. Added to this is an estimated nominal e-resource and LOTE funding of approx. \$53,000.
7. A balance is needed between the type and number of items needed to meet community demand – an ageing demographic may require more items such as large print and audio material, including in electronic format. This increases the average cost per item, resulting in fewer items being purchased. This is a professional, operational decision.
8. Physical and locally owned electronic items only.
9. This is above the proposed per capita of 1.4 to allow for a balancing of stock following the opening of Hilbert Library. 1.4 is maintained thereafter.



Appendix Three – Map of current and proposed libraries



Appendix Four – Guiding principles

The City of Armadale Library Service will:

- Provide life-long opportunities for members of the community to develop as literate and informed individuals.
- Promote the benefits of literacy and assist with reading development for all ages.
- Ensure users have access to resources that support employment, health, education, and personal development, as well as leisure.
- Review the *Guidelines, Standards and Outcome Measures for Australian Public Libraries* to assess their impact on the quality of library buildings, services and resources.
- Seek to minimise barriers to library use, including the removal of overdue fines by January 2020.
- Liaise and partner with under-represented user groups, including Indigenous, migrant, and LGBTQIA+ communities, to ensure library services meet the needs of existing and emerging users.
- Ensure the City's libraries and services are accessible and inclusive, reflecting the communities they serve.
- Develop partnerships internally and externally to the City to promote local libraries as vibrant centres of community, culture, and learning for all residents of the City.
- Work with the City's ICT team to ensure that the libraries' IT infrastructure is adequate for customer needs, and underpins the development and implementation of innovative and responsive services.
- Improve and promote access to collections and services, including local history and museum collections, through the Library Management System.
- Maintain flexible guidelines for collection development including digital resources, (ebooks and other online resources), which are responsive to community needs.
- Assist in the collection and celebration of the cultural memory of local people and communities.
- Ensure library staff are skilled, encouraged, and supported to adapt to ongoing change.
- Ensure the City's libraries provide staffed opening hours to meet the changing needs of the community.
- Investigate the concept of "Open library" extended unstaffed opening.
- Work with Public Libraries WA in progressing a State-wide marketing plan for public library services.

Appendix Five – Consultation Documents

City of Armadale Documents

- Library Strategic and Development Plan 2012
- Library Strategic and Development Plan Review and Update 2016
- Demographic Insights 2018
- Digital Strategy 2017-2022

WA State Government and WALGA Documents

- Vision 2025: Framework for Strategic Action – WALGA 2016
- Western Australian Public Libraries: Our Future Background Paper – WA Dept of Local Government, Sport and Cultural Industries, 2017
- Public Library Strategy for Western Australia – WA Dept of Local Government, Sport and Cultural Industries, 2017
- WA Public Libraries Strategy Consultation Report – State Library of WA 2018

National and International Documents (including Return on Investment)

- Libraries Change Lives – Public Libraries Victoria 2018
- Dollars, Sense and Public Libraries – State Library of Victoria 2011
- Guidelines, Standards and Outcome Measures for Australian Public Libraries – ALIA 2016
- Indigenous Spaces in Library Places – State Library of NSW, 2016
- The Library Dividend – Library Board of Queensland 2012
- Reinvesting and Renewing for the 21st Century – San Francisco Public Libraries 2015
- UNESCO Manifesto for the public library – UNESCO 1994
- United Nations Sustainable Development Goals – UN General Assembly 2015



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