Colac Otway
S H I R E

AGENDA

MEETING OF SPECIAL COUNCIL

OF THE

COLAC-OTWAY SHIRE

COUNCIL

10 FEBRUARY 2010

at 10.30am

COPACC

COLAC-OTWAY SHIRE SPECIAL COUNCIL MEETING

10 FEBRUARY 2010

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<u>**OFFICERS' REPORTS**</u>

NOTICE is hereby given that the next MEETING OF SPECIAL COUNCIL MEETING OF THE COLAC-OTWAY SHIRE COUNCIL will be held in COPACC on 10 February 2010 at 10.30am.

AGENDA

1. OPENING PRAYER

Almighty God, we seek your blessing and guidance in our deliberations on behalf of the people of the Colac Otway Shire. Enable this Council's decisions to be those that contribute to the true welfare and betterment of our community.

AMEN

2. PRESENT

3. APOLOGIES

4. MAYORAL STATEMENT

Colac Otway Shire acknowledges the original custodians and law makers of this land, their elders past and present and welcomes any descendents here today.

An audio recording of this meeting is being made for the purpose of verifying the accuracy of the minutes of the meeting. In some circumstances the recording may be disclosed, such as where Council is compelled to do so by court order, warrant, subpoena or by any other law, such as the Freedom of Information Act 1982.'

5. DECLARATION OF INTEREST

OFFICERS' REPORTS

Corporate and Community Services

SC101002-1   ENHANCED LIBRARY SERVICES PROJECT

Rob Small
Chief Executive Officer

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SC101002-1   ENHANCED LIBRARY SERVICES PROJECT

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DEPARTMENT:	Corporate & Community Services	FILE REF:	GEN 00374

Purpose

The purpose of this report is to present to Council the Final Report of the Enhanced Library Services Project detailing the options investigated and to seek Council endorsement.

Declaration of Interests

No officer declared an interest under the *Local Government Act* 1989 in the preparation of this report.

Background

The Victorian State Government through the Department of Planning and Community Development (DPCD) offered Council funding in 2009 to undertake a review of the Colac library service provisions to identify supply gaps or opportunities. This offer was accepted and a project brief was developed in partnership with the DPCD (Barwon Regional Office). The project purpose was to *acknowledge the community consultation undertaken with regard to the Beechy Precinct Joint Use Library and recognise the objective to further engage with the community to determine community aspirations for future library services in Colac.*

The project brief identified a number of strategies to be undertaken and these were:
- To clearly articulate what the community is seeking from library services in Colac.
- To investigate opportunities for the provision of satellite (to the Global Connector) library services that will provide greater access, particularly to the Colac central business district.
- To provide opportunities for all members of the community to gain greater understanding and to be better informed on the Joint Use Library /Global Connector facility.
- To investigate the provision of a broad range of services and mechanisms to encourage greater use of library services by the Colac Otway community.
- To identify other programs and service interest areas to be provided at or by the Joint Use Library/ Global Connector.
- To develop communication strategies to further promote and raise community awareness of the opportunities available through the Joint Use Library/Global Connector.
- To cost all recommendations.

The project was undertaken by independent consultants Mach II and included various facility and library service benchmarking, community consultation and information analysis.

The Final Report has been received and details the following options;

1. Recognise the Beechy Precinct Joint Use Library as the primary library venue/facility in Colac and no additional venues/facilities required.
2. Reading Room/Library Service - Kanyana Club Senior Citizens Centre.
3. Library Annexe - located at existing venue, Gellibrand Street

    4. Library Annexe (Shop-Front) - located in central shopping area

Imbedded within these options there are a range of assumptions and considerations that are detailed further in the report, however in summary these include the following;

a) The option to develop an annexe within the existing library location at Gellibrand Street is based on the establishment of a dedicated space of 80 sqm with the option of the remaining space to be considered for other purposes such as Colac Otway Shire Offices. Given the nature of library activities and the possible use of the remaining space, formal division through the construction of walls was assumed.

b) Dependent on the actual area within the existing Gellibrand Street library to be converted to an annexe the costs would differ. For example, if the annexe component accessed the existing toilet and kitchenette provisions, there would be no need for financial resources to establish such amenities. With regard to Option 4, a shop-front converted as an annexe, these costs are based on the assumption that a toilet, kitchenette and associated plumbing would be in place.

c) It is also assumed that for Option 3 (Library Annexe located at existing venue, Gellibrand Street) dedicated qualified library staff would be required to service the annex. It is considered inappropriate to have a Council Officer servicing general counter enquiries together with library service demands.

d) The costs as detailed for Option 3 (Annexe – Gellibrand Street) include depreciation of stock and the facility and a rent opportunity cost. It should be noted that these are not included as a cash cost but rather as operating costs to indicate cost considerations of this option.

e) Costs attributed to Option 2 (Reading Room/Library Service – Kanyana) the establishment of a reading room at Kanyana serviced by the Library Outreach Van, are based on costs associated with the current outreach van. The annual costs are averaged out over the basis of Option 2 proposed to operate 12 hours per week. The van would be available for other library services within the Colac Otway Shire and other municipalities, but there would be associated costs.

Other venue options suggested throughout the projects consultation process included the following;

- Colac Community Hub – Connor Street, Colac
- Neighbourhood House – Miller Street, Colac
- Colac Visitors Information Centre
- Colac Performing Arts and Cultural Centre (COPACC)
- Transitionary facilities/services

The report determines that the Colac Visitor Information Centre is not a viable option due to the lack of space and as it is located away from the Colac central business area. Likewise COPACC is not considered a viable option as the space requirements and activity levels in the foyer area during events/activities may not be conducive to library service provision.

Both the Colac Community Hub and the Colac Neighbourhood House have space availability considerations that suggest a partnership and support arrangement could be introduced. This also acknowledges the existing programs and activities provided at these locations that provide members of the community with access to a range of information resources.

The report recommends that Council strongly supports the development of the Joint Use Library within the Beechy Precinct as the primary library service venue within Colac together with the further development of partnership arrangements and opportunities directed to enhancing library services in Colac. From an annexe facility provision perspective the report

recommends the development of a 'reading room' at Kanyana enabling access for some segments of the community.

Council Plan / Other Strategies / Policy
This project is consistent with two particular Council Plan Objectives:

Health, Recreation and Community Services; *Providing and promoting quality health, recreation and community services by working in partnership with local health, aged care, welfare, youth, housing, education providers, sporting groups and employment organisations to promote community well being.*

Strong Leadership*; Providing strong community leadership, governance and advocacy services which will benefit the community now and into the future.*

Issues / Options
The final report proposes four options to strengthen library services within Colac. Each of these options has been costed and details provided regarding the resource levels required to implement each option. Given these options have not been factored into existing budgets or resource allocations the endorsed option would have to be considered as an additional provision potentially jeopardising other projects.

Proposal
It is proposed that Council receives this report acknowledging that the Project Consultants have recommended the following as detailed in the attached final report;

- The Joint Use Library Management Group (formally referred to as the Joint Committee in the Development and Joint Use Agreement and yet to be established) to consider the success factors and opportunities for facility, program and service development as outlined in Sections 3.0 and 4.0 of the report in the context of optimal governance, facility, program and service delivery arrangements for the Joint Use Library.

- The Joint Use Library Management Group and key stakeholders to the development of the JUL to immediately consider the opportunities for managing the transition to the JUL as outlined in Section 4.2 of the report, with an imperative for the escalation of communication, marketing and promotion activities directed to informing and engaging the community.

- The Joint Use Library Management Group and key stakeholders to consider and continue the further development of partnership arrangements and opportunities directed to enhancing library services in Colac as outlined in Section 4.3 of the report.

- Council to consider at the earliest opportunity its position in regard to the options for additional library venues/facilities as outlined in Section 4.5 of the report with a view to allocating budget provision for approved expenditure.

  It is the Consultant's recommendation that Council strongly supports the development of the JUL as the primary library service venue in Colac. Further, it is recommended that Council acknowledges the issues of accessibility to the JUL for some segments of the community with the development of a "reading room" facility at the Kanyana Centre, as outlined in Section 4.5.2 of this Report.

It is the Consultant's view that Kanyana is ideally located to meet the identified need for centrally located library services as an extension to the JUL. The proposed refurbishment to Kanyana and the identified intention to broaden community utilisation of the Centre provides an appropriate and cost effective opportunity to integrate a satellite library facility at an existing community facility.

- The Kanyana reading room facility to be strongly linked to the JUL as the primary facility i.e.:
  - ➢ Partnership arrangements in regard to introductory ICT/community learning programs.
  - ➢ Provision of communication/promotion material at Kanyana in regard to the programs/services offered by the JUL.
  - ➢ Provision of online library catalogue at Kanyana.
  - ➢ Free transport from the Kanyana Centre to the JUL for heath/pension card holders.
  - ➢ Introductory, assisted tours of the JUL emanating from Kanyana.

- The development of the reading room facility at Kanyana to be initiated at the earliest opportunity to co-ordinate with the scheduled opening of the JUL.

- Regular monitoring of the utilisation of the Kanyana facility to be implemented with a strategic review of operation and utilisation after two years.

- All parties to the development of the JUL and the Kanyana facility to demonstrate a cohesive and integrated approach to assist community engagement and support the enhancement of library services in Colac.

Financial and Other Resource Implications
Currently there is no budget or resource allocations committed to the implementation of this proposal. If endorsed the required resource allocations would have to be factored into the 2010/2011 and following budgets and work programs.

Risk Management & Compliance Issues
There are no formal compliance requirements to implement any of the proposed options. Risk management would be further considered and managed according to the agreed endorsement.

Environmental and Climate Change Considerations
There are no environmental or climate change consideration with regard to this report.

Communication Strategy / Consultation
Community consultation including meetings with stakeholders and benchmarking with local and other facilities and services was undertaken as a part of the project. The opportunity for interested community members to meet with the Project Consultant was well received with an estimated 14 individuals and 18 community organisations and groups participating.

Various communications were provided to the community through local media and the Beechy Precinct Newsletter introducing the project and regular updates on its progress.

Implementation
Dependent on the option endorsed it is proposed that the endorsed recommendation would be implemented as outlined in the following:

If Option 1 is enacted: The Beechy Precinct Joint Use Library would continue as planned with further scoping of partnership opportunities pertaining to the provision of library services in Colac as detailed in the report.

If Option 2 (Kanyana Reading Room) is enacted: consideration would need to be given to budget and resource allocations to determine possible provision and timing of the development of the proposed reading room at Kanyana and the servicing of the Outreach Service to this site.

If Option 3 (Annexe – Gellibrand Street) is enacted: consideration would have to be given to the budget and resource allocations to determine the redevelopment of the existing venue at Gellibrand Street as a library annexe. It is proposed that the existing Gellibrand Street Library would be vacated mid to late July 2010 as the service is relocated to the new Beechy Precinct Joint Use Library. Based on this it is unlikely any annex facilities or services at Gellibrand Street would be in operation before September (at the earliest) allowing time for facility redevelopment and fit-out.

If Option 4 (Annexe – shop-front) is endorsed: consideration would have to be given to the budget, resource allocations and shop-front availability to establish an annexe shop-front.

The shop-front or Kanyana could be ready when the existing Library closes, subject to budget allocation.

Various options would require authorisation for budget expenditure with the current year's budget.

Conclusion
The Enhanced Library Services Project has identified the various library venues and services that currently operate within Colac. Many of these are important contributors to the total library service provision across the community and the further promotion and strengthening of these services in partnership with the new Joint Use Library is supported regardless of the outcome of this report. The Joint Use Library is significantly supported through resource allocations and partnerships and provides a unique opportunity for the Colac Otway community to have access to state of the art facilities and equipment and up-to-date information and services covering a broad range of lifelong learning options. The Joint Use Library will provide opportunity to further promote and strengthen the other services provided within Colac through partnership arrangements and greater promotion resulting in a greater choice of options for all community members.

Attachments
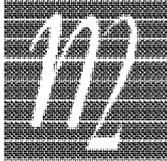1.   Final Report - Enhanced Library Services

Recommendation(s)

That Council receive the "Final Enhanced Delivery of Library Services in Colac Report" and notes the recommendations of the consultant.

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MACH II

CONSULTING

Colac Otway Shire Council

Enhanced Delivery of Library Services in Colac

FINAL REPORT

January 2010

Colac Otway Shire Council   Enhanced Library Services in Colac – Final Report

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1.0   Introduction

1.1   Background

Mach II Consulting is engaged by Colac Otway Shire to undertake an investigation and develop a strategy plan providing a sound strategic framework and recommendations for the enhancement of library services in Colac. The strategy plan is to acknowledge the development of the Beechy Precinct Joint Use Library (JUL) as the primary facility for service provision.   The desired outcomes of the project identified in the project brief are:

- A review of current library service provision and resource capacities within Colac, with identified gaps and opportunities in provision.

- An analysis of proposed enhanced library services in Colac, associated resource requirements, and possible venues or facilities, funding and partnership options.

- A detailed plan to enhance library services in Colac, acknowledging future community needs and resource provisions.

The project is convened and managed by the Colac Otway Shire and supported by a Project Working Group comprising representation from the Colac Otway Shire, Corangamite Regional Library Corporation, Colac Library and Colac Secondary College.

1.2   Project Approach

The approach adopted has been a research based review and analysis of the current provision and utilisation of library services in Colac, community needs and aspirations in regard to library services, existing gaps and opportunities for service provision, and resourcing requirements and opportunities.

The review process has incorporated:

- Desk based research and review of key documents (see Appendix A).

- Site visits to relevant facilities and venues in the study area and other relevant facilities.

- A comprehensive consultation process based on a series of 1:1 meetings, focus group discussions and workshops with a range of key stakeholder/community groups and the general community (see Appendix A).

    The consultation process focused on the following key questions:

    Ø   What library programs/services would you/your group like to see on offer in Colac now and into the future?

    Ø   The new Joint Use Library facility will offer the capacity to host many activities/programs… how will this meet current gaps in service provision?

    Ø   Is there a need for other venues/facilities to meet the need for library services?

    Ø   If so, where should this/these be?

    Ø   What programs/services should it/they provide?

1.3   The Context

Libraries have become more than a place to just borrow books. They have evolved into a place where people come to sit and read, listen to music, research, play, learn, socialise and connect.   Libraries are now seen as places that are a focus of community activity, beyond just being a place for reading.

The following extract from the paper *Comprehensive, Efficient and Modern Public Libraries – Standards and Assessment* by *Chris Smith, Secretary of State, Department for Culture, Media and Sport, UK,* sets an appropriate context for considering enhanced library services for Colac:

Public libraries are a vital element in public service provision. They are welcoming spaces held in great affection by their communities. They provide a focus for individual learning for people of all ages and access to vital information and community networks for the socially excluded; they are a gateway to local arts and cultural activities; and they are leading the drive to increase the use of Information and Communication Technology amongst all sectors of society.

The public library has become a multi-purpose agency with multiple roles covering the areas of information and life long learning, recreation and leisure, culture and research.

Colac Otway Shire Council   Enhanced Library Services in Colac – Final Report

2.0   Situation Analysis

2.1   Community Snapshot

2.1.1   Population

Registering a population of **20, 293**[1] at 30 June 2006, Colac Otway Shire is a slow growth area with the net Colac Otway Shire population showing negative growth between 2001 and 2006 (-25 people).[2]

Colac Otway's forecast annual population growth rate to 2021 of 0.67% (Id Profile) is below the annual forecast average growth rate for Victoria of 1.3% (DPCD).[2]

Colac is the major population and service town in the Colac Otway Shire with a population of **10,562**[3] at 30 June 2006. Reflecting the trend of the broader Shire, Colac has recorded negative or minimal growth trends across recent years (Figure 1).

Figure 1:

Colac Population Growth – Average Annual Change	
1981-1991	-0.2%
1991 -2001	-0.2%
2001- 2006	0.2%

The population age structure for Colac detailed in Figure 2 below shows 19% of the population aged 65 years and over. The population age structure for Colac Otway Shire is forecast to change significantly by 2021 with a 13.6% net shift in the age structure from young to older people – by 2021, the 60 plus age group will increase in real terms by 32% from the 2006 base[2].   A reflection of this shift in the age structure for Colac will see increasing representation in the older age groups.

Figure 2:

Colac Population Age Structure by Age Group - 2006		
Age Group	Population	% of Total Population
0-4 yrs	688	7%
5-17 yrs	1,955	19%
18-24 yrs	936	9%
25-34	1,196	11%
35-44	1,358	13%
45-54	1,316	12%
55-64	1,095	10%
65-74	876	8%
75 + yrs	1,137	11%

Source: [1] The Community Health & Wellbeing Profile 2009 (G21 Partnership Project)
        [2] Shire of Colac Otway Council Plan 2009-13
        [3] Towns in Time - DPCD

2.1.2   Socio-Economic Index

The Shire of Colac Otway Council Plan 2009-2013 reports:

Socio-economic indicators for Colac Otway show long term negative trends.

The level of disadvantage measured by the Federal Government ABS 2006 Social Economic Index For Areas (SEIFA), shows the prevalence of disadvantage in the Colac central part of the Shire.

The Community Health & Wellbeing Profile 2009 (G21 Partnership Project) notes:

Colac Otway had the lowest SEIFA index score of relative socio-economic disadvantage in the G21 region. The score was lower than the Country Victoria and the Victoria average.

2.1.3   Population with a Disability

The Community Health & Wellbeing Profile 2009 (G21 Partnership Project) reports:

Given the definition of disability as "requiring assistance in one or more of three core activity areas (self-care, mobility and communication)" it is a critical part of planning and service provision. Mobility issues are a clear example where a community with a significant number of people requiring assistance will require many areas with appropriate physical access and support planning.

In 2006, within the G21, Colac Otway had the second highest proportion of population that required assistance for a core activity and a high proportion of population requiring assistance (5.4%) compared to Victoria (4.2%).

2.1.4   Transport

Public transport in Colac is currently provided by Colac Transit operating three bus services in and around the town centre. The three services (Elliminyt, Colac West and Colac East) travel circuitous routes with seven daily services on each route Monday to Friday, and three services on Saturday.

The Shire of Colac Otway Council Plan 2009-2013 reports:

There is evidence of severe limitations in the provision of public transport within the Colac Otway Shire.

The Colac Neighbourhood Renewal Survey 2007 included 300 people surveyed in the Neighbourhood Renewal Areas (NRA) and 150 people in Non-Neighbourhood Renewal Areas:

- *For "what is your main form of transport" in NRA, there was:*
    - Ø *A 12% drop in people using a car from 77% in 2004 to 65% in 2007.*
    - Ø *1% recorded public transport in 2007 compared to 0% in 2004.*
    - Ø *Taxi use dropped from 5% to 3% in 2007.*
    - Ø *Walking stayed the same at 14%.*
    - Ø *Cycling is a low 1% in 2007.*
- *For "How would you generally rate public transport services for people in your neighbourhood?"*
    - Ø *76% of NRA respondents rated it as Poor or Average in 2007 compared to 73% in 2004.*
    - Ø *81% of Non NRA respondents rated it as Poor or Average in 2007 compared to 70% in 2004.*

The G21 Community Health & Wellbeing Profile (2009) reports that the 2007 Community Indicators Victoria survey asked respondents if their day-to-day travel had been limited or restricted in the previous 12 months. Eighteen per cent (18%) of Colac-Otway respondents reported experiencing restricted travel options, a lower proportion than reported for Victoria (20%).

2.2 Current Public Library Service Provision in Colac

Currently public library services are provided within Colac on the following basis:

2.2.1 Colac Library

- *Location…*

  105 Gellibrand Street, Colac.

  The current library facility is a purpose built library facility which also houses the regional library headquarters of the Corangamite Regional Library Corporation.

  The facility is in close proximity to the Colac Otway Performing Arts and Cultural Centre (COPACC) and the Colac Otway Shire Offices.

- *Floor Space…*

  547sq metres (427 public) including children's area.

- *Book stock…*

  29,148 (at June 2009)

- *Opening Hours…*

Monday	10.00am – 5.30pm
Tuesday	10.00am – 5.30pm
Wednesday	10.00am – 5.30pm
Thursday	10.00am – 5.30pm
Friday	10.00am – 7.00pm
Saturday	10.00am – 12.00noon
Total Open Hours	**41 hours**

- *Services and Programs…*

  - Ø ABS information.
  - Ø Access to online resources.
  - Ø After hours return chute.
  - Ø Bulk loans to institutions (e.g. Inter-Library Loans, Schools).
  - Ø Community information (community noticeboard, community groups/services brochures, state/federal government brochures).
  - Ø Information services, lending services.
  - Ø 3 public internet PC's (currently being extended to 4).
  - Ø PC's with access to Microsoft Word.
  - Ø 2 dedicated online catalogues.
  - Ø Local family history resources.

Ø   Newspapers, talking newspapers.

Ø   Self-service photocopying facilities, printing.

Ø   School & group visits, story time sessions.

Ø   Community programs.

- ***Membership…***

The number of members registered with the Colac Library increased in 2008/9 to 7,962 members in comparison to 7,524 members in 2007/8, which is encouraging in an environment of slow population growth.

The 2008/9 membership represents some 75.4% of the Colac (2006) population and 39.2% of the Colac-Otway Shire population (2006) which may be a more relevant perspective.   This compares to the average total (individuals & institutions) library membership for Victorian libraries of 47.7% of the total Victorian population.[1]

A further indicator of library activity is the level of borrowing activity.   Borrower activity is focussed on item usage i.e. items borrowed, renewed or reserved rather than visitation to the library. While the majority of people who use the library are borrowing there are also a small number of regular visitors who are not borrowing (reading papers, tourists etc) who are not recorded in borrower activity or membership statistics. The total number of Colac Library borrowers for the year ending 30 June 2009 (Figure 3) was 2,992, representing 28.3% of the Colac population, a higher level of library borrowing activity than reported for Victoria at 22.1%[1].

The age structure of the library membership (Figure 3) indicates that members aged 65 years plus represent 13.8% of the total membership and 18.1% of borrower activity; the forecast for an ageing population in Colac is likely to elevate these levels in the future.   Noteworthy is the higher representation of the 55 plus age groups as a proportion of total borrower activity (32.7%) than is evident in the library membership structure (26.4%) or Colac population (29%).

[1] *2007/8 Annual Survey of Victorian Public Libraries*

Figure 3:

Age Group	Membership Age Structure @ 30 June 2009		Borrower Activity Age Structure @ 30 June 2009		Colac Population Age Structure	
	No.	% of Total	No.	% of Total	Age Group	% of Total
0-4 years	29	0.4%	15	0.5	0-4	7%
5-19 years	1453	18.2	481	16.1	5-17	19%
20-24	700	8.8%	160	5.3	18-24	9%
25-34	1065	13.4%	315	10.5	25-34	11%
35-44	1117	14.0%	448	15.0	35-44	13%
45-54	1193	15%	457	15.3	45-54	12%
55-64	1003	12.6%	436	14.6	55-64	10%
65-74	633	8%	327	10.9	65-74	8%
75- plus	465	5.8	215	7.2%	75 plus	11%
Others*(institutional borrowers)	304	3.8%	138	4.6%		
Total	**7962**		**2992**			

[2]*Source: Colac Library*

- ***Circulation…***

  Consistent with the increase in library membership, the 2008/9 CRLC Annual Report reports an increase in loans by the Colac Branch with 135,877 items loaned in comparison to 127,221 in the previous year.

- ***PC Usage…***

  Whilst PC usage across the CRLC region increased in 2008/9, the Colac Branch recorded a slight drop in PC users from the 2007/8 level of 4,940 down to 4,767 in 2008/9.

2.2.2   Outreach and Home Library Service

The Library Outreach van provides a mobile library service to twelve rural locations throughout the Colac-Otway, Corangamite and Moyne Shires and also provides services to those with limited mobility or who are rurally isolated.

The Home Library Service also delivers materials to aged care facilities and retirement villages. Library staff select items for Home Service clients, and deliver them to their homes on a regular monthly basis, with the help of volunteers. Some clients choose their own materials from the Home Service van.

The Outreach and Home Library Service van carries a collection of over 1200 items available for loan including:

- Ø   Fiction and non-fiction books for all ages.
- Ø   Talking books on cassettes and CD.
- Ø   Videos, DVDs.
- Ø   Large print books.
- Ø   Magazines.

Stock is changed regularly, and library staff will bring titles in each borrower's area of interest on request.

The van is equipped with a wheelchair lift to enable easy access for those unable to use steps.

2.3   Other Library Services Currently Provided in Colac

2.3.1   Secondary Schools

Colac Secondary College currently provides school library services at both the Hearn Street and Murray Street campuses with collections of approximately 20,000 items at each campus available to students.

Trinity College also provides a school library for its students.

2.3.2   Otway Community College

Otway Community College is a major provider of adult, community and further education in Colac and the surrounding district.

The College does not offer a library service to its students; it does carry a small collection of textbook resources available to tutors, and a limited supply of low literacy adult reading material. The College is equipped with 21 computers to support the delivery of its programs.

2.3.3   Colac Community Hub

The Community Hub currently provides a range of community based services including:

- Ø Book Exchange Program.
- Ø Basic computer training – 6 computer terminals. (U3A provide assistance with basic computer training).
- Ø Free internet access.
- Ø Copy 2 Go (community enterprise).
- Ø Meeting spaces.

2.3.4   Colac Neighbourhood House

Currently provides community based services including:

- Ø Special interest groups.
- Ø Small computer area.
- Ø Small meeting area.

2.3.5   Kanyana Club Senior Citizens Centre

The Kanyana Club currently provides a range of community services to senior citizens and maintains a small supply of books (donated) available for loan to centre users.

3.0 Identified Gaps in Library Service Provision/ Opportunities for Enhanced Library Services - a Community Perspective

A key focus of the consultation process is the identification of community needs and aspirations for library services both current and future, and subsequently the identification of existing gaps in service provision and opportunities for enhancing library services moving forward.

Discussion around the question …

What library programs/services would you/your group like to see on offer in Colac now and into the future?

… generated the following responses from key stakeholders, community/special interest groups, and individual members of the community.

- *Access…*

    Accessibility is a key requirement for the majority of those consulted with consistent requests for:

    Ø Increased flexibility in accessible library hours including consistent support for:
    - Evenings (up to 8.00pm).
    - Saturdays.
    - Sundays.
    - Outside school hours i.e. 8.30am start.

    Ø Accessibility as a "drop in" library service.
    - For a number of people this translated to a central location allowing library users to integrate a library visit with other activities.

    Ø Adequate parking, pedestrian access, disabled access, gopher access.

    Ø The opportunity for young people to access a "mainstream" environment and meeting place, in preference to other clinical or institutional facilities.

    Ø The need for improved marketing and promotion of library programs and activities to increase awareness and encourage access by the community.

- *Social Factors…*

    Ø A number of people support the concept of cross-generational access and encouraging the link between younger and older generations.

    Ø For others, the inter-generational aspect, particularly of a JUL facility, is not favoured on the basis of safety and security considerations and differing values and behaviours.

- **Risk Management…**
  - Ø The provision of a safe, secure environment within the library for all categories of library users is a high priority.

- **Facilities…**
  - Ø An appealing and comfortable library environment is a consistent requirement, specifically:
    - Warm, welcoming, vibrant.
    - Well-lit, aesthetically appealing.
  - Ø A distinct, quiet, space for reading newspapers/magazines and senior citizen access is a high priority.
  - Ø A dedicated, quiet, space for study/research, including the space to "spread out" study materials.
  - Ø The provision of meeting rooms, seminar and auditorium facilities for both small and larger groups (community and business) is strongly supported on the basis of:
    - Access for community and business groups both within and outside library hours.
    - Affordable "fee for use" or "no charge" arrangements (potentially a differential scale for community, business and other groups).
  - Ø Provision of a mothers/parents room providing a separate yet visible facility for changing, feeding and caring for very young children whilst older children participate in library activities.
  - Ø Mobile, flexible, multi-purpose furniture/fittings/shelving and the provision of adequate space between shelving and aisles.
  - Ø Multi-faith area.
  - Ø Coffee shop/café facilities are considered highly desirable by a number of people.
  - Ø Tea/coffee making facilities as a minimum service.

- **Technology…**

  There is consistent support for:
  - Ø Increased number of computers.
  - Ø Increased internet access.
  - Ø The capacity to access contemporary IT/internet facilities.
  - Ø The capacity to use USB tools.
  - Ø Video conference, data show and OHP equipment.

- **Programs/Services…**

  There is consistent support for:
  - Ø Library programs and services to be both affordable and accessible.
  - Ø Computer and internet training programs and services, with specific requirements around:

- Basic computer and internet training offered in a safe and secure environment to assist specific groups e.g. seniors, those with special needs.
- Accessing/using email and social networking sites on a "free of charge" basis.
- Programs offered both 1:1 and group formats.
- Programs designed to assist young mothers seeking basic IT skills, and providing associated childcare.

Ø Improved access to the online catalogue with separate computer catalogue stations.

Ø Enhanced collection, specifically:
- Diversity of book stock, including locally relevant and a broader range of general interest material.
- Auto-biographies.
- Self-help categories.
- Classical collection.
- Children's books – particularly in a broader range of languages.
- Adult material suited to low literacy and Non English Speaking Background users.
- Audio-book collection - there are a number of reports of outdated stock and the need for CDs rather than audio cassettes.
- Magazines – suggested for sorting by subject matter rather than alphabetically.

Ø Increased children's services including:
- Encouraging reading for children.
- Special children's events – book weeks, story telling sessions, rhyme time, bub time.
- School holiday programs.
- After school programs.
- Family games lending service.
- Visits by children's authors/celebrities/cartoonists, illustrators, book binders etc.
- Theme days.
- Facilitated homework groups.
- A proactive approach to encouraging multi-cultural/cross-cultural membership and activities to encourage integration e.g. bi-lingual sessions.

Ø Programming relationships with COPACC.

Ø Self-service check-out for borrowing.

Ø Visiting guest speakers/authors/celebrities on a regular basis.

Ø DVDs/CDs/games for borrowing.

Ø Book clubs/exchanges.

Ø Public notice/information display area providing details of community groups/activities etc.

Ø Broadening of the toy library stock, particularly to cater for a range of nationalities.

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Ø Programs and services to assist young people and seniors to access and make optimum use of library services.

Ø Professional development opportunities (seminars, workshops, small business activities) to support the business community.

Ø Technology based community education programs including utilisation of:

- Digital cameras.
- Scanners.
- Mobile phones, Ipods, Blackberries.
- Music downloads.

4.0 Opportunities, Options and Tools for Enhanced Library Services in Colac

4.1 The Beechy Precinct Joint Use Library – A Key Opportunity

The Beechy Precinct Joint Use Library (JUL) is acknowledged as the primary facility for the provision of library services in Colac.

The new JUL facility will bring together the library services of the Colac Public Library and the Colac Secondary College and is proposed for completion in July 2010.

- **Location…**

  Queen Street, Colac.

- **Library floor space…**

  1,500 sq metres.

- **Governance…**

  The Development and Joint Use Agreement is between the Minister of Education, The Council of Colac Secondary College and Colac Otway Shire Council.

  It is intended that the Corangamite Regional Library Corporation will operate the JUL.

- **Resourcing…**

  Resourcing arrangements for the JUL are outlined in the Development and Joint Use Agreement (Section 11.3(C)) which identifies that:

  … the Library Staff will comprise:

  - *Existing School Library Staff employed by the Department who will continue to be employed by the Department until their tenure expires.*

  - *Existing staff employed by the Corangamite Regional Library Corporation (Colac Branch) who will continue to be employed by the Corangamite Regional Library Corporation until their tenure expires; and*

  - *New Library Staff, to be employed by either the Shire Council or the Library Operator.*

  The Colac Branch Library currently employs 4.1 EFT staff.

  Colac Secondary College currently employs 3.4 EFT staff across two campuses.

  It is understood that the CRLC regional headquarters currently located at the Colac Branch Library facility will not relocate to the JUL.

- **Book stock…**

  The initial book stock for the Library/Resource Area will be a minimum of 50,000 items drawn from the existing stock of Colac Secondary College and the Corangamite Regional Library Corporation.

- **Proposed Open Hours…**

  Ø The Development and Joint Use Agreement states that::

    *"The general public is entitled to access the Library/Resource Area during all Opening Hours of the Library/Resource Area. The **Library/Resource Area will be open, within the Hours of the Use of the Facility, for at least, a minimum of 41 hours per week to the public**."*

  Ø Other facilities (meeting and program rooms) to be available through a booking process within the hours Monday to Friday 7.00am to 10.30pm and Sunday 7.00am to 10.00pm.

  Ø The current proposal for library operating hours outlined in Figure 4 provides for student access before school.

    The JUL Management Group is currently considering the options for extended evening and Sunday open hours.

    Figure 4::

Day	Opening Time for Student Access	Opening Time for Public Access	Closing Time	Hours of Use	Public Access Open Hours
Monday	8.30am	10.00am	5.30pm	9.0	7.5
Tuesday	8.30am	10.00am	5.30pm	9.0	7.5
Wednesday	8.30am	10.00am	5.30pm	9.0	7.5
Thursday	8.30am	10.00am	5.30pm	9.0	7.5
Friday	8.30am	10.00am	7.00pm	10.5	9.0
Saturday	10am	10.00am	12noon	2.0	2.0
Sunday	Closed	Closed			
Total Hours				**48.5**	**41**

- **Proposed Facilities, Programs and Services…**

  Ø Dedicated multi-function meeting rooms.

  Ø Seminar and private study rooms.

  Ø Proposed shopfront for adult learning and further education providers.

  Ø Toy library.

  Ø Gallery space.

  Ø Outdoor reading areas.

  Ø Children's area.

  Ø Kitchenette.

  Ø Small business, education, community and recreation programs.

- **Parking…**

  Ø 28 short term spaces.

  Ø 32 long term spaces.

  Ø 6 bus bays.

4.1.1   Critical Success Factors – Joint Use Libraries

In 2007 Dr Alan Bundy AM, acknowledged for his research into joint use libraries, assisted Council and others in identifying the critical success factors for joint use libraries, against a record of their high fail rate in Victoria, especially in meeting the expectations and needs of the general community of all ages for modern public library service.

In a recent *Submission to the Victorian Competition & Efficiency Commission - Enquiry into Shared Facilities (January, 2009)*, Dr Bundy introduced his submission as follows:

> *This submission focuses on the potential and opportunity for the development of cost effective joint use libraries between local government and public educational institutions.*

> *It does so in the context that Victoria now has few such libraries; that the 40 year history of joint use libraries in Victoria has generally been one of limited achievement or failure, and that there is consequently a common view that they do not work or are not worth the endeavour.*

> *It also does so in the context that other places in Australia and worldwide have successful joint use libraries; that the critical success factors for them are now well identified; and that the numbers and varieties of joint use libraries in Australia and worldwide continue to increase.*

> *There is scope for more such libraries, particularly in regional and rural Victoria. It is time for an informed debate about them, and consideration of the corporate and local commitments, policies and guidelines required to ensure the success of any more which may be developed."*

The following critical success factors for JUL's identified by Dr Bundy are well documented, have been a strong focus during the consultation process and in many aspects continue to be relevant to the development of the Beechy Precinct JUL:

- Ø *Requires community consultation prior to any decision being taken…*
- Ø *Must be clear about the objectives and what is actually trying to be achieved by providing a Joint User Facility…*
- Ø *Must have community support or it will fail…*
- Ø *Must be well planned…*
- Ø *Maximum rural populations of 3,500 are recommended with a school in Australia…*
- Ø *Site to be suitable.   Centrally located is the ideal.*
- Ø *Has to be separate from the school but co-located with the school….*
- Ø *Must present as a public library not a school library. Must be attractive, comfortable, welcoming, inviting and encouraging for the public to use, and must be transparent from the outside so the public are able to see what is going on in the inside. Must be appropriate ambience for the community – and not institutional.*
- Ø *Must have prominent external signage…*
- Ø *Must have street frontage for the public, and not be located, hidden with the school.*
- Ø *Must have separate entrances for the public and the school.*
- Ø *Ample car-parking provision, both long term and short term, which is convenient nearby.*
- Ø *Should be open 7 days per week.*

Ø   *Critical to have a single Library Board of Management with one mission and
      vision, to run the JUL.*

Ø   *A single integrated employment model for staffing arrangements.*

Ø   *Joint Use Agreement should be kept simple and short in number of pages….*

Ø   *Must be a process for the continual internal and external evaluation of the JUL.*

Ø   *Design must enable room for expansion/extension, if necessary, in the future
      where the size of the floor space to the whole community serviced proves to be
      adequate, and this should be allowed for in the Joint Use Agreement.*

Ø   *Requires unequivocal ongoing financial support and investment (i.e. this includes
      both capital and operational costs) from JUL partners….*

Ø   *Joint Use Agreement should provide for the dissolution of the JUL, if one or the
      other of the parties closes or decides to move.*

4.1.2   Community Perceptions
             - Opportunities for the Beechy Precinct JUL

A key aspect of the consultation process was the question …

**The new Joint Use Library facility will have the capacity to host many activities and
programs ……how will this meet current gaps in service provision?**

This question generated responses across the full spectrum of opinion.

There is substantial support for the JUL amongst many community groups and
individuals, whilst some segments of the community and a number of current library users
are highly supportive of the retention of the current library facility and its location.
For many of those consulted the JUL offers a range of opportunities to address the
existing gaps in service provision outlined in Section 3.0 of this report, with a number of
the following suggestions reflecting the philosophy of Dr Bundy's critical success factors
for JUL's:

•   ***Access…***

     Ø For many people access to the JUL is not an issue. There are views that:

     -    The new facility, located 1.4 kilometres from the central business/service area,
          is no less accessible than the current facility located south of the main shopping
          area.

     -    The introduction of the Colac Transit bus service will assist access.

          The bus service currently stops in two locations in close proximity to the JUL –
          one stop directly at the entrance in Queen Street and one stop in Hearne Street
          at the entrance to the Blue Water Fitness Centre. Colac Otway Shire has
          provided input to the Department of Transport to review the Colac West bus
          route to include a further bus stop to facilitate access to the JUL.

     -    Colac residents are accustomed to managing without public transport using
          cars, bicycles and walking.

          This perception is supported to some extent by the *G21 Community Health &
          Wellbeing Profile (2009)* that reports the 2007 Community Indicators Victoria
          survey asked respondents if their day-to-day travel had been limited or
          restricted in the previous 12 months.   Eighteen per cent (18%) of Colac-Otway
          respondents reported experiencing restricted travel options, a lower proportion
          than reported for Victoria (20.3%).

In contrast, the perception of bicycles and walking is not supported by information generated by the *Colac Neighbourhood Renewal Survey 2007* indicating a low proportion of the population walking or cycling, with 14% reporting walking as the main form of transport and 1% reporting cycling as the main form of transport.

- The benefits provided by the new facility far outweigh any disadvantage associated with access.

Ø Adequate parking is a high priority with clear separation of access for cars, buses, gofers, bicycles, pedestrians.

Design plans for the JUL include twenty- eight (28) short term parking spaces, thirty-two (32) long term parking spaces, access to six (6) bus bays, provision for gophers and recharging facilities at the JUL entrance.

Ø Appropriate access for the elderly and disabled is a requirement e.g. off-road access for disabled/special needs transport vehicles, wheelchairs etc.

Ø There is an expectation that the JUL will offer increased flexibility in accessible library hours i.e. evenings, weekends, outside school hours.

Ø Flexible, extended access to meeting/conference spaces is a key requirement.

- **Governance…**

  Ø A number of people noted governance arrangements as a significant issue, identifying the need to ensure the facility exists as a "community" rather than "school" facility.

  Ø Appropriate management and co-ordination of the facility is a priority with the need for governance arrangements to recognise community access requirements i.e. open and access hours.

  Ø There is a high level of satisfaction amongst the community with the level of customer service currently delivered by the staff of the Colac Library which is consistently reported as supporting a welcoming, user friendly environment at the library.   Governance arrangements for the JUL will need to acknowledge the continuation of a high standard of customer service to the community.

- **Risk Management…**

  Ø The provision of a safe and secure environment is a priority for potential users of the JUL.

  Ø Safety and security considerations extend to drop-off and parking facilities.

  Ø The need for appropriate security/zoning arrangements to facilitate flexible access to community/meeting facilities is recognised.

- **Social/Economic Opportunities…**

  Ø Providing a positive link for young families.

  Ø Providing opportunities for young women/mothers currently accessing Blue Water Fitness on the basis of utilising shared, affordable and accessible childcare arrangements.

  Ø Encouraging and supporting young people to stay in the education system and participate in ongoing learning and education; thereby contributing to economic development.

Ø Supporting an inter-generational environment based on developing a relaxed, learning environment including the opportunity for seniors to participate in the provision of group activities.

Ø Supporting economic development strategies as an "attractor" encouraging new residents to settle in Colac.

Ø Establishing links to the past in terms of cultural, pastoral, horticultural activities.

Ø Providing a link to fuller utilisation of school facilities and programs.

Ø Providing enhanced opportunities to link business, industry and TAFE activities.

Ø Potential for community capacity building through extending access hours and broadening the range of programs/services offered i.e. family activities, passive pursuits.

- *Facilities...*

Ø Well-lit, welcoming environment & ambience.

Ø Quiet reading spaces for those with special needs – reading nooks/alcoves.

Ø Lounge and easy chair areas.

Ø Adequate space to spread newspapers/magazines for reading.

Ø A dedicated area for children away from lounge/reading areas – children's corner.

Ø The opportunity to develop the facility as a "multi-purpose" destination encouraging users/visitors to extend their experience based on providing relaxed, inviting, reading areas in conjunction with other services.

Ø Utilising outdoor areas to allow proximity to nature – plants, gardens, birdlife.
    - A recognised potential for the JUL to be integrated with school activities in this respect e.g. mainstream, cross-generational community garden.

Ø Facilitating a climate change environment with permanent displays and a community education approach.

Ø Demonstrating environmental sustainability through publicising a sustainable approach and providing information within the library as to how this has and is being achieved.

Ø Clearly categorised information.

Ø Flexible meeting room facilities to cater for both small and larger groups offered at an affordable rate.
    There is a general view that a differential fee scale is appropriate i.e. free of charge for community groups, minimal rates for charitable/not-for-profit organisations and a more commercial rate for private/corporate organisations.

Ø Positive lay out, including adequate space between shelving/aisles.

Ø Sufficient space to expand facilities to meet future needs.

Ø Accessibility to toilet facilities for young children.

- *Technology...*

Ø The increased ICT capacity of the JUL provides a significant opportunity for program development to assist education, recreation and employment needs.

Ø Provision of wireless network technology is considered imperative by a number of people.

Ø The opportunity to use private laptops within the library is a high priority.

Ø The need for an appropriate filtering policy including dedicated, highly filtered computer access for small children, possibly offered in a specifically allocated area.

Ø Online capacity for booking facilities/meeting rooms/equipment – recommended single point of access for all facility/equipment reservations i.e. one person/email/phone contact.

Ø Capacity for growth and development of technology.

Ø Capacity for on-line marketing and communication activities i.e. SMS, mobile.

Ø Capacity for remote access.

- **Programs/Services...**

  Ø The opportunity for enhanced services for children, particularly in regard to:
  - Early literacy programs.
  - Integration of the Toy Library as part of the library service.

    The Toy Library has a long term aim for integration of the collection in the library catalogue and processing of toy borrowings as per other library items.

  Ø Visiting children's authors, celebrities, cartoonists, illustrators etc.

  Ø Meeting the needs of community groups and business for economical, confidential, and flexible meeting spaces.

  Ø Access to ESL books and audio services.

  Ø Continuation of large print books.

  Ø Magazines and newspapers, including Melbourne papers.

  Ø Access to DVD's – movies, music, ABC.

  Ø Provision of a newsletter (both online and hard copy), outlining events and book reviews.

  Ø Classes to encourage literacy.

  Ø Links to health information both in hard copy and internet.

  Ø Facility to borrow books on line for user pays delivery direct to the borrower.

  Ø Increased on line learning links and information.

  Ø Professional development opportunities for Licensees through TAFE.

  Ø Self-serve technology utilising RFID technology.

  Ø After hours drop-off facility.

  Ø Display of Council/State Government considerations.

  Ø Public/community notice board/display area.

  Ø High level, contemporary customer service based on taking staff out from behind the "library desk" and integrating throughout the facility.

  Ø Incorporation of an affordable coffee shop/café facility.

  Ø Self-serve tea/coffee facilities as a minimum.

4.1.3   Other Library Service Models – Learnings & Opportunities

Desktop research, site visits and discussions with library staff have been undertaken in regard to the following library services:

Ø   Berri Library & Information Centre, South Australia   (Joint Use Library)

Ø   Seaford Library, South Australia (Joint Use Library)

Ø   Caroline Springs Library & Civic Centre, Victoria(Joint Use Library)

Ø   Heaths Road Library, Hoppers Crossing, Victoria (Primary Library Facility)

Ø   CBD Library, Werribee, Victoria (Branch Library)

Ø   Point Cook Library, Victoria (Branch Library)

Ø   Mount Gambier Library, South Australia (Primary Library Facility)

Ø   Upper Riccarton Community & School Library, Christchurch, NZ (Joint Use Library)

The research findings for each facility are detailed in Appendix B.   The following summary identifies success factors and facility, program and service features for the facilities studied.

- **Access ...**
  - Ø   A number of facilities have responded to community expectations and offer extended open hours:

-	Berri Library & Information Centre (JUL) (School Holidays)	55hrs per week/Mon. to Sat. 47hrs per week/Mon. to Sat.
-	Seaford Library (JUL)	43hrs per week/Mon. to Sat.
-	Caroline Springs Library (JUL)	59.5hrs per week/Mon. to Sun.
-	Heaths Road Library, Werribee	57.5hrs per week/Mon. to Sun.
-	Point Cook Library	51hrs per week/Mon. to Sun.
-	CBD Library, Werribee	48hrs per week/Mon. to Sat.
-	Mount Gambier Library	55hours per week/Mon. to Sun.
-	Upper Riccarton Community & School Library, Christchurch, NZ	63 hours per week/Mon. to Sun.

  - Ø   Separate entrances for public and school students have worked well for Berri and Seaford JUL's.
  - Ø

- **Governance...**
  - Ø   Success factors identified by Berri, Seaford and Caroline Springs JUL's include:
    - Single employment model.
    - Predisposition to making the model succeed.
    - Dealing with issues as they arise rather than an overly prescriptive approach.
    - Preparedness for flexibility and adaptability.
    - Goodwill by all partners.
    - Proactive staff approach to working with/engaging JUL partners.

- Ø In growing library services/developing new facilities, strong leadership and a proactive approach by staff are considered success factors.
- Ø High level customer service is a priority with benefits in staff located throughout the library rather than single desk location.

- *Risk Management…*
  - Ø Behaviour management is not identified as an issue for Berri, Seaford, Caroline Springs or Upper Riccarton JUL's.
  - Ø School students have generally responded to behaviour management procedures and policies within the JUL's.

- *Facilities…*
  - Ø A strong Information & Communications Technology base is a feature including the following facilities/services:
    - High levels of PC/MAC provision.
    - Ipod touch equipment.
    - Disability computers.
    - Flexibility for filtering arrangements – (see Appendix B - Caroline Springs).
    - Wireless internet access– offered free of charge in a number of facilities.
    - Multimedia facilities – graphics, creative design software, video editing.
    - Audio-Visual facilities – OHP, datashow, screens.
    - Colour printing.
    - Playstation, Gameboy, Wii, Guitar Hero.
    - Home theatre – TV, DVD.
    - The appointment of an IT Librarian at Point Cook Library has been integral to the successful development of the facility and its IT capacity/service delivery.

    It is evident that a high level of ICT capacity and service delivery is a key success factor in the delivery of contemporary library services. This suggests the need for a strategic and sustainable approach to the development of ICT services for the Colac JUL, based on a comprehensive acquisition and development plan that will provide library users with access to a broad range of ICT services both currently and into the future.
  - Ø Flexible/variable meeting spaces accommodating both small and large groups.
  - Ø Flexible study areas that accommodate individual study/research and group work.
  - Ø Differential fee scales for meeting room hire with FOC or minimal rates for community groups.
  - Ø Local & family history areas – including resources (microfiche).
  - Ø Dedicated children's areas.
  - Ø Parenting room.
  - Ø Dedicated young adult areas separate from children's area – including high level technology, Manga etc.
  - Ø Contemporary/comfortable lounge & reading areas – separate from children's areas.

Ø   Internal and external return chutes.

Ø   A fully integrated kiosk/coffee shop has worked well for Caroline Springs.

The new Mount Gambier Library will include a self-sufficient, fully integrated coffee shop.

- ***Programs/Services…***

Ø   RFID technology/self-serve checkout is identified as a high priority providing a high level of customer service and freeing staff for library floor customer service.

Ø   Automated booking process for PC use is reported as efficient and highly desirable in high volume environments.

Ø   A number of library services have focused program delivery towards children and young people on the premise that parents/adults will follow.

Consistent, regular scheduling is identified as a key success factor for children's programs i.e. same time, day each week.

Successful programs/services include:

- Baby Time/Babies & Books Talks – encouraging mothers to read to their babies.

- Rhyme Time – for very young children.

- Story Time – preschool age groups.

- Visiting kindergarten and maternal & child health groups.

- Youth Programs including:
  Manga Club.
  Computer games program.
  Social groups with access to Wii, Playstation, Guitar Hero.
  Finding My Space – (see Appendix B:Mount Gambier Library).

- School holiday programs incorporating a range of innovative activities e.g. movies, story time, games, guest speakers, dance and movement classes, programs facilitated in partnership with other community groups e.g. scouting.

Ø   Book Groups/Chat Clubs – including coffee time as a social activity.

Ø   Sports Library – (see Appendix B-Caroline Springs).

Ø   Writers Groups.

Ø   ESL classes.

Ø   AMES group tours.

Ø   IT programs targeting differing levels of ability:
- IT Arvo at the Library.
- Email/Internet for Dummies.

Ø   Community programs that engage a variety of different interests:
- Yoga/Tai Chai.
- Craft Groups
- Dance Classes.
- Seniors Movie Program – free movie screening with coffee.

- Programs delivered in partnership with local organisations.

    Mount Gambier Library partners with Bunnings and Spotlight to deliver programs e.g. painting for kids, basic dressmaking.

Ø Community information – dispersed throughout the library.

Ø Library as a conduit/referral for community groups/programs.

Ø Library Newsletter – hard copy and online.

- **Engaging the Community – Marketing & Promotion…**

    Ø Berri Library reports that a level of concern regarding the development of the facility amongst older members of the community has diminished over time with the success of the facility. Group visits and morning teas for senior citizens were implemented initially to encourage patronage.

    Ø Point Cook Library celebrated the opening of the facility with a Community Fiesta including dance party and trivia night.

    Upper Riccarton celebrating the opening of the Library in 2006 with a community festival including stalls, bouncing castle, face painters, and live performers.

4.2   Transition to the JUL

There is substantial support for the JUL amongst many community groups and individuals, whilst some segments of the community and a number of current library users are highly supportive of retaining the current library facility and its central location.

For many people the shift to the JUL model is recognised as a transitionary process based on the premise that the visible reality of the facility and enhanced program and service delivery will engage the community and encourage patronage.

3 Phases of Transition – William Bridges…

William Bridges, internationally recognized authority on managing change and the author of numerous books on the subject including "Managing Transitions", defines the emotional process that people experience when they come to terms with change as "Transition":
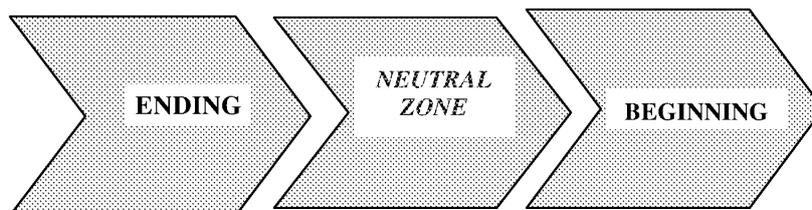
Bridges maintains that change and transition are not the same thing. Where change is situational (e.g. the move to a new site), transition, on the other hand is psychological; it is a three-phase process that people go through as they internalize and come to terms with the details of the new situation that the change brings about.

Managing transition involves….the simple process of helping people through three phases:

1. Letting go of the old ways and the old identity people had. This first phase of transition is an ending, and the time when you need to help people to deal with their losses.

2. Going through an in-between time when the old is gone but the new isn't fully operational. This time is called the "neutral zone": it's when the critical psychological realignments and repatternings take place.

3. Coming out of the transition and making a new beginning. This is when people develop the new identity, experience the new energy, and discover the new sense of purpose that makes the change begin to work.

3 Phases of Transition ……….

William Bridges

4.2.1   Communication, Marketing & Promotion, Engagement

The research and consultation process highlighted ongoing marketing, promotion and communication activities as integral to informing and engaging the community in the development of the JUL and assisting the transition to the new facility.

The following checklist suggests tools and activities to support a communication, marketing and promotion campaign to support the transition to the JUL:

Ø   Target the community in general with marketing, promotion and communication activities, encompassing all groups and cohorts.

Ø   Continue to engage key stakeholders at a high level, providing support and a clear process for moving forward.

Ø   Establish a Friends of the JUL group.

Ø   Revisit the name of the facility. The term "Global Connector" is not positively perceived or well understood and has not engaged the community.   Renaming requires careful management to ensure community engagement and negate a perception of inconsistency with name changes.

Ø   Develop a broader understanding in the community of the concept of the Beechy Precinct and its future development.

Ø   Ensure that Information, marketing and promotional materials are highly user friendly; presented in simple, easy to read formats.

Ø   Provide ongoing information with continuous "drip-feeding" of material to maintain community engagement.

Ø   Constantly communicate the vision for the JUL, and the benefits of the new facility.

Ø   Utilise a range of communication mechanisms – print, radio, television, electronic, (SMS, email).

Ø   Provide progress reports.

Ø   Utilise school networks to provide information about the new facility – send notices home with school children.

Ø   Develop a strategy for clear and appropriate signage of the JUL (all aspects).

Ø   Provide information at the Visitors Centre.

Ø   Tap into existing community connectors e.g. U3A, Community Hub, Otway Community College, Neighbourhood House, Kanyana.

Ø   Display A3 size and artist impressions of JUL facility plans at strategic locations – current library facilities, Shire office, schools, COPACC, community connectors.

Ø   Provide user friendly information about proposed access and facility arrangements to negate existing negative perceptions.

Ø   Symbolize the new facility.

Ø   Provide and promote a community event celebrating the opening of the facility.

Ø   Provide assisted library tours/familiarisation of the new facility with the assistance of Friends of the JUL, U3A, Library Buddies, Neighbourhood Renewal.

Ø   Invite community groups to attend library familiarisation programs.

Ø   Provide and promote free internet access as an opening invitation.

4.2.2   Accessing the JUL - Transport

Access to the new facility is a key issue for a number of people with transport a significant factor.

Whilst a number of those consulted welcomed the introduction of the bus service, there were many observations of the need for a more user friendly service.   Suggestions for improvements include:

Ø   Direct, rather than circuitous, routes.

Ø   User friendly timetables.

Ø   A review of bus stop locations with careful consideration of the location of the bus stop for the JUL.

   It is noted there are currently two bus stops in close proximity to the JUL with a current submission for a third stop on the Colac West route.

Ø   The current "step up" bus is prohibitive for older people, people with shopping trolleys, prams and pushers, and those requiring wheelchair access.

   The development of the JUL will lend support to the current advocacy campaign for a low rise platform bus.

Other opportunities to assist access to the JUL include:

Ø   Free transport to the JUL for health/pension card holders.

Ø   Free taxi and/or mini-bus to the JUL provided by a regular CBD loop service.

Ø   Marketing and communication strategies to promote the walking opportunity provided by the development of the Beechy Trail.

   -   Potential for the walking opportunity to be built into specific access programs for community/special interest groups.

   -   Further development of the Trail to acknowledge the needs of pedestrians, gophers and scooters.

Ø   "Bike banks" as a transport option.

Ø   Gopher recharge facilities planned for the JUL to be readily available.

Ø   Community bus service for older people from remote areas offered as an integrated service.

4.3   Partnership Opportunities

The continuation and further development of partnership and service delivery arrangements between the JUL and a range of organisations offer substantial opportunities for enhancing the delivery of library services in Colac and are recommended for action.

- *Colac Secondary College...*

  Potential opportunities for a partnership approach in regard to program and service delivery include:

  Ø   Joint programming opportunities:
    - IT programs – youth, family based.
    - Personal development programs for young people.
    - Youth engagement programs (Finding My Space).
    - Family programs (IT, Maths)

  Ø   Student participation in the delivery of library activities/programs:
    - Delivery of basic computer and ICT programs i.e. social networking, mobile phone/Ipod technology, Facebook.
    - Basic literacy/reading programs i.e. Story Time.
    - School holiday program.

  Ø   Development of Horticultural/environmental programs in conjunction with the College and engaging school children:
    - Programming and partnership opportunity with the College, and other environmental groups to link the wetlands with the natural environment surrounding the JUL.

  Ø   Development of a café/kiosk facility in conjunction with the College hospitality program/curriculum.

- *Colac Community Hub...*

  The Community Hub currently provides a range of community based services including:

  Ø   Community learning centre.
  Ø   Book exchange program.
  Ø   Basic computer training – 6 computer terminals.
  Ø   Free internet access.
  Ø   Copy 2 Go (community enterprise).
  Ø   Meeting spaces.

  Potential opportunities for a partnership approach in regard to program and service delivery include:

  Ø   Computer access, basic computer training and community learning programs to the Hub client base.
  Ø   On-line library catalogue facilities at the Hub.
  Ø   Library "drop-off" facilities at the Hub.
  Ø   Co-ordination with the Home Library Service.
  Ø   The Hub as a catalyst in identifying the need for community based programs for delivery by the JUL.

- ***Colac Neighbourhood House…***

  Currently provides community based services including:

  Ø Special interest groups.

  Ø Small computer area.

  Ø Small meeting area.

  Potential opportunities for a partnership approach in regard to program and service delivery include:

  Ø Computer access and basic computer training programs to its client base.

  Ø On-line library catalogue facilities at the House.

  Ø Library "drop-off" facility at the House.

  Ø Co-ordination with the Home Library Service.

  Ø The House as a catalyst in identifying the need for community based programs for delivery by the JUL.

- ***Kanyana Senior Citizens Club…***

  The Kanyana Club, centrally located in Hesse Street, currently provides a social opportunity and meeting place for senior citizens.

  The Centre is seeking to provide basic IT services in the future to assist older citizens.

  Potential opportunities for a partnership approach in regard to program and service delivery include:

  Ø Computer services for senior citizens.

  Ø Collection/drop off point for books.

  Ø Book Exchange:

  The Book exchange currently operated from the Community Hub is growing too large for the facility.   The Exchange is well supported and requires a larger space.   Children's books will be located to the new family and children's centre with the suggestion for the adult collection to re-locate to Kanyana.

  Ø Co-ordination with the Home Library Service.

- ***Otway Community College…***

  Otway Community College, formerly Colac Adult and Community Education Inc, is a Registered Training Organisation and a major provider of adult, community and further education in Colac and the surrounding district.

  The College services/facilities include:

  Ø A wide range of accredited courses.

  Ø Vocational education and training.

  Ø Short courses.

  Ø Personal development programs.

  Ø Industry training and basic education programs.

  Ø Non-accredited community programs.

  Ø Twenty-one (21) computers to support the delivery of its programs.

Potential opportunities for a partnership approach in regard to program and service delivery include:

Ø   Basic "starter" ICT programs offered in conjunction with the College e.g. email, social networking, photoshop, basic internet/database skills.

Ø   Basic literacy/ESL programs offered in conjunction with the College.

Ø   The provision of innovative non-accredited community programs (See Sections 4.1.2, 4.1.3).

Ø   Provision of on-line library catalogue facilities at the College.

Ø   The College as a catalyst in identifying the need for community based programs for delivery by the JUL.

- **Colac Toy Library….**.

  The Toy Library is to be located within the JUL and is seeking to expand service delivery and move from a volunteer resource model to a dedicated co-ordinator to administer the Library.   The Toy Library indicate the capacity to fund the role and seek to facilitate administration and payroll arrangements through a third party. This presents an opportunity for a resourcing partnership arrangement with the JUL.

- **University of the Third Age (U3A)…**

  U3A is a learning co-operative of older people which encourages healthy ageing by enabling members to share many educational, creative and leisure activities. Potential partnership opportunities for the JUL with U3A include:

  Ø   Interest expressed by U3A (consultation process) in potentially providing volunteer resourcing to assist the delivery of Toy Library services at the JUL.

  Ø   U3A members assisting the delivery of basic internet training at the JUL. U3A currently assist in this capacity at the Community Hub.

  Ø   U3A assistance with Homework and School Holiday Programs.

  Ø   Joint programming opportunities.

  Ø   Access by U3A to meeting room facilities.

- **Gordon Institute of TAFE…**

  Potential partnership opportunities include:

  Ø   Provision of online learning programs/resources to support TAFE students.

  Ø   Joint programming opportunities i.e.: personal development, resume development.

  Ø   Potential for marketing/promotion of TAFE courses/programs through the JUL.

  Ø   Partnership opportunities in regard to facility access i.e. meeting rooms.

- **Deakin and Ballarat Universities…**

  Potential partnership opportunities include:

  Ø   JUL as a "drop off" point for University resources.

  Ø   Online learning programs/resources to support tertiary students living locally.

- ***Home Library Service…***

    There is an opportunity for increased promotion and co-ordination of the Home Library Service on the basis of partnerships with existing community connectors as outlined above i.e. Community Hub, Neighbourhood House, Kanyana.   Additional resource requirements resulting from increased activity might be sourced through a volunteer base.

    There is a suggestion to utilise Council's Home Care Service to assist a home service based on the potential for home carers to collect/drop off books for clients unable to access the JUL facility. This arrangement would rely on available capacity amongst home carers.

4.4 Is there a need for other venues/facilities to meet the need for library services in Colac currently and into the future?

4.4.1 Support for the JUL as the primary library venue/facility in Colac – no additional venues/facilities required

The development of the JUL has been the subject of substantial controversy in Colac around both the location and context of the facility.

The consultation process has highlighted substantial support for the JUL amongst many community groups and individuals, whilst some segments of the community and a number of current library users are highly supportive of retaining the current library facility and its central location.

For many of those indicating support for the JUL in meeting current and future library needs, there is little support for duplicate or optional library venues or facilities. There is a view that the allocation of resources to duplicate or alternative library venues/facilities is counter-productive, and that any additional resourcing should be directed to support the JUL as the primary library facility for Colac.

4.4.2 Support for additional venues/facilities to meet the need for library services in Colac currently and into the future…

Amongst some community groups and a number of residents, there is considerable concern regarding the location and context of the JUL facility, and the proposition for the future provision of library services in Colac based solely on the JUL model.

Accessibility is a key issue for some community cohorts and individuals…

- For older people visiting the central Colac area for shopping and other activities, either by car or on foot, a visit to the JUL will necessitate an additional trip, which for many is undesirable both physically and financially.

- There are a number of retirement and aged care residential facilities located in and around the central area of Colac, particularly north of the main street. The location of the JUL at 1.4 kilometres south of the CBD is reported as problematic for residents of these facilities who currently access the existing library facility, often in conjunction with other activities.

- It is reported that for some people living in rural/remote areas without access to transport who are driven into Colac by others, a further trip to access the JUL will be undesirable.

- For a number of people without vehicle access, the current location provides ready "drop-in" access while visiting the central Colac area in conjunction with other activities.

- The current location provides ready access for those employed in the central business area i.e. lunch times etc.

- The current location is in close proximity to employment services located around the city centre allowing job-seekers to utilise computers and reference services.

- A number of people noted the cost of the bus service and the limitations of the bus timetable as problematic for accessing the new facility i.e. time taken for the circuitous trip to visit the library, infrequent trips.

- There is a view that young mothers with small children, prams or pushers will be disadvantaged in terms of access to the JUL due to transport limitations. Whilst it is noted that a "low level platform" bus will be available in the future, current transport arrangements are not well suited to this group.

For a number of those consulted there is a concern regarding the **co-location of the JUL with the school facility**…

- For some people there is a reluctance/aversion to accessing a school environment, particularly during school hours.
- A number of people commented on the location of the Principal's office at the front of the facility as inappropriate.
- There is a perception that the school facilities at the rear of the facility are inappropriately located with the JUL.
- There are some concerns around inter-generational aspects based on differing values and behaviours.
- Safety and security considerations are a concern for a number of people.

Overwhelmingly, support for an alternative venue/facility is based on a **central location**, in close proximity to other centrally located services and facilities.

There is a view that such a facility should be distinct rather than integrated with other services/activities, whilst others suggest the potential for an annexe to be co-located or integrated with other facilities.

The consultation process has identified considerable support for the provision of a library annexe/additional facility to enhance library services in Colac. Section 4.5 of this Report identifies potential options and their implications for Council to address this issue.

4.4.3 What programs/services should additional venues/facilities provide?

There is a broad range of opinion on this subject with some supporters for an additional venue/facility suggesting a limited range of services to supplement, yet not detract from, the program and service range to be offered by the JUL.

Alternatively, others, particularly supporters of the existing library facility and its central location, seek the provision of a more comprehensive range of services, which at the extreme replicate those currently available at the Gellibrand Street facility.

There is consistent support for the following services to be available at a centrally located venue/facility:

- Ø Reading room.
- Ø Meeting/drop off/ waiting area as a convenient, social, meeting place.
- Ø Public access computers.
- Ø Internet/email access.
- Ø Online public catalogue search/ordering facility.
- Ø Printing, photocopying facility.
- Ø Collection/drop off services - after hours drop off facility.
- Ø Community/Information Notice Board.
- Ø Daily newspapers.
- Ø Magazines – catering to a broad range of interests.
- Ø DVD's/Videos – catering to a range of interests.

Ø Book stock.

Many people indicated the need to browse bookshelves and access a broad range of books including:

- Fiction/Non-Fiction (Adult & Junior).
- Large print books.
- Audio-books.
- Local history collection.
- Reference books.
- Children's books.

A mobile display of latest releases and new acquisitions and a rotating book stock similar in size to that carried by the Outreach Service is a supported suggestion.

Ø Book exchange.

Ø Well-lit, open, quiet, relaxed environment.

Ø Assistance with ordering/collecting books.

Ø Arts/cultural activities.

Ø Historical society.

Ø Coffee/tea making facilities.

Ø Disabled/gopher access.

Other programs/services noted for offer by a secondary venue/s include:

Ø Activities for older/disabled members of the community.

Ø Job application resources/links.

Ø After hours community meeting facilities at an affordable rate.

Ø Account payment facilities.

Ø Council/government documents.

Ø Children's services/reading areas.

Ø COS customer service outlet – (suggested by a small number of people – strongly opposed by a number of others).

Ø Writer's guild.

Ø Technical information.

Ø USB and information download facilities e.g. photographs.

Ø Children's books.

Ø Donated reference books.

Ø Book readings.

Ø Visiting authors.

4.5 Options for venues/facilities to meet the need for library services in Colac currently and into the future

4.5.1 The Beechy Precinct JUL as the primary library venue/facility in Colac - no additional venues/facilities required

A substantial level of community support for the JUL (see Section 4.4.1) provides the option for Council to support the facility as the primary and sole venue for the delivery of library services in Colac. This position would acknowledge the development of the JUL as a key opportunity for enhancing library services as outlined in Section 4.1 of this Report.

There is potential to build on this opportunity with the ongoing development of partnership and service delivery arrangements between the JUL and a range of existing community connectors and learning organisations (see Section 4.3), to further engage the community and extend library services across a range of community sectors.

Whilst acknowledging the realities of a transitionary phase as library service provision moves from the existing facility and service model to the JUL, there is an opportunity for Council to assist the transition process with the escalation of communication and promotion activities to increase community awareness of the new facility and program/service opportunities, and specific initiatives to assist access to the new facility i.e:

- Ø Free transport to the JUL for health/pension card holders.
- Ø Free introductory taxi/mini-bus to the JUL for library members; provided by a regular CBD loop service.
- Ø Library "buddy" assisted tours of the new facility; including bus trip.
- Ø Support for the development of the walking trail and promotion of the walking opportunity.

Potential implications for Council in electing not to pursue the development of an additional library venue/facility…

In taking this position, Council might expect a continuing level of dissatisfaction amongst those individuals and community groups supporting the provision of an additional library venue (see Section 4.4.2).

There is also the potential for a lack of support for and engagement with the JUL amongst some residents and community groups who will choose not to support the new facility. However, there is the potential for some non-supporters to shift their position over time, as has been the case for other JUL facilities studied as part of the research process.

4.5.2 Reading Room/Library Service - Kanyana Club Senior Citizens Centre

The Kanyana Centre is centrally located in Hesse Street, Colac, and currently provides:

- Ø A social opportunity and meeting place for senior citizens.
- Ø A range of activities including bingo, pool, indoor bowls, cards, day trips, concerts etc.
- Ø A small administration area used by the U3A group.
- Ø A small supply of books (donated) available to centre users.

Whilst there are some suggestions amongst the community for Kanyana as a potential annexe site, this is more generally qualified with the view that culturally Kanyana is not a suitable site.

The suggestion for Kanyana to provide a reading/lounge area (newspapers, magazines) is acknowledged by some, however for a number of people, Kanyana does not currently offer the ambience or environment sought for providing extended library services.

There is some support for Kanyana to provide satellite services in conjunction with the JUL i.e:

Ø   Collection/drop off point for books.

Ø   Book exchange.

Ø   Computer services/basic computer training for senior citizens/other members of the community.

Ø   Visitation by the Outreach Service.

The Kanyana Centre is scheduled for refurbishment in the near future on the basis of grant funding by the Department of Human Services, with the intention of broadening its utilisation as a community facility, particularly in the direction of intergenerational activities.

Planning is already underway to improve and enhance the entrance to the facility to assist disability/gopher access and provide an external balcony. Other improvements include refurbished bathroom and storage facilities, additional space for U3A administration and activity, and enhancements to the general amenity of the facility.   Basic ICT services are to be incorporated with the installation of broadband access and current planning for the procurement of computer equipment.

The Centre is currently open on a daily basis with attendance by U3A and Kanyana Club members.

The Centre offers the potential for incorporation of a reading room and book exchange area of some fifty (50) square metres as part of the proposed refurbishment process. The current clubroom/billiards area or main hall are potential areas to accommodate such a facility.

The book exchange currently located at the Community Hub is a well patronised service that has outgrown the available space at the Hub. There is an opportunity to relocate the adult book exchange collection to the Kanyana Centre, with the children's collection being transferred to Glastonbury.

The Kanyana Centre offers a parking site adjoining the facility for regular visitation of the Outreach/Home Service Van providing ready access for book borrowers. Public car parking is available in close proximity to the facility.

Potential implications for Council in proceeding with provision of library services at Kanyana…

The Kanyana Centre is ideally located in terms of meeting the needs of current library users seeking a centrally located, smaller scale, library service as an alternative to the JUL.

However, whilst the provision of library services at Kanyana will meet the needs of some residents who have indicated dissatisfaction and concern in regard to accessibility to the JUL and co-location with the school, there is the potential for continuing dissatisfaction amongst other residents/current library users who do not support the concept of Kanyana as a library venue based on the current environment and ambience.   Whilst the proposed refurbishment offers the opportunity to enhance the general ambience of the facility, current perceptions of the Kanyana culture will remain a concern for a number of people.

The location of a reading room style library service at Kanyana will involve a cost to Council to establish and operate the service depending on the level of service delivery provided.

Appendix C, attached, indicates the estimated costs associated with provision of the following services at Kanyana:

Ø   Reading room/book exchange area:

-   50 square metres
-   Open hours: Monday– Friday 10.00am-2.00pm

Ø   Computer facilities:

-   PC's - including online library catalogue

Ø   Visitation by the Outreach/Home Service Van:

-   10.00am – 2.00pm three times per week.

The estimated capital cost of $95,000 to provide this facility/service includes the cost of providing a second Outreach/Home Service Van to support the visitation service. It is understood that the current Outreach/Home Service van is fully utilised and any extension of service will require a second vehicle.

It should be noted that the proposed visitation schedule of 12 hours per week will result in spare capacity for a second Outreach Van. This might be utilised within the Colac/Otway Shire to expand the Home/Outreach Service to further enhance library service provision, particularly on the basis of increased co-ordination with other existing community connectors.   Alternatively there may be the option to offer spare capacity to neighbouring Shires with a resulting cost offset.

The estimated annual operating cost for the Kanyana option of some $54,220 does not include rental costs. As Kanyana is a Council owned facility providing ongoing services to the community, it is assumed that floor space for a reading and small computer area would be allocated within the existing space at no rental cost. An allowance of $5,000 has been included to account for a contribution to facility overhead/operating costs.

4.5.3   Library Annexe - located at existing venue, Gellibrand Street

The option of providing a library annexe at the current library location is based on consistent reports by library users of a high level of satisfaction with the library location in Gellibrand Street, particularly in regard to:

•   Accessibility...

Ø   Central location in close proximity to other centrally located services and facilities.

Ø   Access to public transport – train, bus, taxis.

Ø   Pedestrian/disabled/pram/pusher access.

Ø   Visibility and access for "passers-by".

Ø   Suitability as a drop-off and meeting place for visitors to the central district.

Ø   Access to Council Services.

•   The environment and ambience…

Ø   Provision of a quiet, relaxing, safe and secure environment.

Ø   Customer service - a high level of satisfaction with the service delivered by current library staff.

Whilst there is support to retain the existing library space and full range of services, it is generally recognised that financial viability implies a scaled down facility/service including:

Ø Reading and lounge area.

Ø Small collection.

Ø Computer facilities, photocopying.

Ø Administration area, kitchenette/WC.

Based on the location of an annexe at the existing site, there is an opportunity for continuation of the co-location and leasing arrangement with the CRLC regional headquarters that is not re-locating to the JUL. There is also potential for Council to consider the allocation of the remaining floor space for other purposes e.g. Council offices.

Many of those indicating support for a centrally located library annexe also support resourcing by experienced library staff.

In the case of co-location of the library annexe with Council offices, there is little support by annexe advocates for resourcing by Council customer service staff, and this is not considered feasible from an operational perspective.

There is a suggestion by annexe supporters that JUL staff could resource a library annexe facility on a rotating basis. This is not recognised as a feasible option by library management. A further suggestion for resourcing by regional library staff, based on co-location with the CRLC, is also not supported by library management as operationally feasible.

Potential implications for Council in proceeding with the option of an annexe at the existing library site …

The development of a library annexe at the existing Gellibrand Street site will be positively received and meet the needs of residents and community groups who have indicated dissatisfaction and concern in regard to accessibility to the JUL and co-location with the school.

As many of those supporting the retention of the existing library site represent the older age groups and those with restricted mobility the demographic characteristics of Colac (Section 2.1) are relevant to the point of accessibility.

Colac is characterised by slow population growth and an ageing population with forecast increases in the 60 plus age group by 2021. A higher proportion of the Colac population requires assistance for a core activity (disabled) compared to the average for Victoria, and Colac shows long term negative trends in socio-economic indicators. There are also recognised limitations to the transport system in Colac, although this contrasts with a lower proportion of the Colac population reporting restricted day-to-day travel than reported for Victoria.

It is noteworthy that library membership and borrowing activity levels reported for the Colac Library represent a higher proportion of the Colac population when compared with membership and borrowing levels across Victoria (see 2.2.1); there is also a higher proportion of library borrowing activity amongst the 55 year plus age groups in Colac when related to the population age distribution.

A significant concern expressed by a number of those contributing to the consultation process in regard to the development of a library annexe, is a potential risk of diminishing community support, engagement and patronage of the JUL.

In the case that a library annexe is developed, there is consistent support for such a facility to be strongly linked to the JUL as the primary facility including:

Ø   Communication and promotion of JUL programs/services.

Ø   Online catalogue resources.

Ø   Rotating collection.

Ø   Free transport from the annexe to the JUL for health/pension card holders.

Ø   Introductory, assisted tours of the JUL emanating from the annexe.

The decision to proceed with a library annexe will involve a potential cost to Council to establish and operate the facility. An indicative costing model for a library annexe at the existing location (see Appendix D) is based on the provision of:

Ø   Total Area of 80 square metres.

Ø   Reading and lounge area.

Ø   Small collection – 1200 items.

Ø   Computer facilities – 3 PC's including one providing online catalogue.

Ø   RFID/Security technology linked to JUL.

Ø   Photocopying facility/Administration area/Kitchenette/WC.

The costing model indicates a capital cost of $110,000 and estimated annual operating cost of $93,700. The operating cost includes an indicative "opportunity cost" for rental of the Council owned facility of $8,000 per annum and an allowance of $5,000 to account for a contribution to facility overhead/operating costs.

The provision of a library annexe additional to the JUL primary facility will reflect a high level of library service for Colac in terms of facilities and opening hours in comparison to Victorian towns of similar population levels.

Figure 5 (below) shows that the average library service level (defined as branch opening hours) for towns of a similar size to Colac is approximately 40 hours per week. With the proposed service level offered by the JUL, Colac will remain much in line with the service level norm. If Council chooses to establish an annexe at say 22 hours per week that would increase Colac's service level to 63 hours per week across 2 locations. This is more than 50% higher than the service level for comparable sized towns studied.

Figure 5:

Town	Population	Library Facilities	Opening Hours	
Bairnsdale	11,026	1	40	Monday - Saturday
Benalla	8,951	1	45	Monday - Saturday
Echuca	2, 392	1	43.5	Monday-Sunday
Hamilton	9,484	1	40	Monday - Saturday
Lara	10,299	No library facility — mobile service twice weekly		
Ocean Grove	10,767	1	39.5	Monday - Saturday
Portland	9,716	1	41	Monday - Saturday
Swan Hill	9,702	1	41	Monday - Saturday
Torquay	9,468	1	31.5	Tuesday - Sunday
Warragul	11,345	1	47.5	Monday - Saturday
Colac	**10,562**	**2**	41	Monday – Saturday (JUL minimum)
			22	Monday-Saturday (Annexe indicative)

[1] *Source: Towns in Time-DPCD*

If Council is of a view that library services are of such a high importance and priority relative to other service demands on Council resources, then such a decision could well be justified.

Conversely, if Council was of the view that, whilst library services remain a core and important part of its wider service offering, but do not attract a priority weighting that is relatively higher than other services, then such a decision would be difficult to justify.

This introduces the notion that it is possible for the people who would be the beneficiaries of that increased service level to pay for it (or part of it) directly (potentially through a special rate scheme) rather than through general rates. Residents can then be given the opportunity to indicate whether they want a higher service level at the price that is attributed to it.

4.5.4   Library Annexe (Shop-Front) - located in central shopping area

The suggestion for a new "shop-front" facility in a main street location has attracted support based on the potential to:

Ø   Service the needs and expectations of current library users not accessing the JUL.

Ø   Grow the library service and membership by attracting new library users based on a highly visible and accessible location facilitating promotion and marketing activities.

Ø   Encourage access to the broader range of programs and services offered by the JUL.

There is an identified opportunity for a main street library annexe to partner or co-locate with other facilities/services e.g.:

Ø   Commercial coffee shop/café.

Ø   Local history collection.

Ø   Arts/cultural services/facilities/activities – to form a cultural precinct.

Potential implications for Council in proceeding with the option of a library annexe at a centrally located "shop-front" site …

Whilst the development of an annexe at a central shopping area site will meet the library service needs of residents and community groups who have indicated dissatisfaction and concern in regard to accessibility to the JUL and co-location with the school (see Section 4.4.2), a number of residents expressing a strong attachment to the current library location/facility will find a green field site a less attractive option.

As with the previous option and outlined above, a centrally located annexe additional to the JUL will provide a high level of library service in terms of facilities and opening hours in comparison to Victorian towns of similar population levels (See Figure 5).

The potential for a library annexe located at a central, main street location to provide an opportunity to grow the library service by engaging new members attracted by a highly visible, central location is considered a potential advantage of this option, however the potential benefits of a highly accessible central location will incur additional rental costs.

The potential cost to establish and operate a library annexe at a "shop-front" central location (see Appendix E) incorporating the following facilities/services is an estimated capital cost of $95,000 and annual operating cost estimated at $96,200:

Ø   Total area of 80 square metres.

Ø   Reading and lounge area.

Ø   Small collection – 1200 items.

Ø   Computer facilities – 3 PC's including one providing online catalogue.

Ø   RFID/Security technology linked to JUL.

Ø   Photocopying facility.

Ø   Administration area/Kitchenette/WC.

4.5.5   Other Venue Options Suggested by the Consultation Process

- *Colac Community Hub – Connor Street, Colac…*

Suggested site to provide additional library services.

Space/availability considerations suggest a partnership/support arrangement as outlined in Section 4.3 of this report.

- *Neighbourhood House – Miller Street, Colac…*

Suggested site to provide additional library services.

Space/availability considerations suggest a partnership/support arrangement as outlined in Section 4.3 of this report.

- *Colac Visitors & Information Centre …*

There is a suggestion that the Centre offer additional library services i.e. reading area, newspapers, and magazines.

More generally, this facility is not considered as a viable alternative based on a lack of space and its location at the end of the town area.

- *Colac Performing Arts and Cultural Centre (COPACC)…*

Suggested for the provision of a reading area with free local & Victorian newspapers.

Space requirements and activity levels in the foyer area during events/activities may not be conducive.

- *Transitionary facilities/services…*

Discussion around the opportunity for library venues/services additional to the JUL generated some suggestions for a "transitional" model based on an identified timeframe (e.g. 5 years) with regular monitoring and review of access/utilisation.

A number of people considered a transitional model problematic in addressing similar issues of withdrawal at the end of the designated timeframe if usage patterns are not sufficiently supportive.

4.5.6   Funding Options

Development of the JUL has been facilitated by funding and partnership opportunities to the point that further funding for the development of an additional library facility will be a matter for Council.

As outlined in Section 4.5.3 Council may consider striking a Special Rate for residents of Colac and the surrounding district to contribute to the cost of operating library facilities additional to the JUL. Figure 6 below presents an indicative special rate based on the indicative facility costings as outlined in 4.5.2, 4.5.3 and 4.5.4 above and detailed in Appendices C, D & E.

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Figure 6:

	Option 2 Reading Room Kanyana	Option 3 Annexe Gellibrand Street	Option 4 Annexe Shop-front (Central)
Total No. of Rate Assessments (Colac and surrounds)	4884	4884	4884
Total Option Cost p.a.	$54,220	*93,700	96,200
Cost per assessment p.a.	$11.10	$19.18	$19.70
Average residential rate assessment	$1203	$1203	$1203
Implied % increase in rates	**0.9%**	**1.6%**	**1.6%**

Includes "opportunity cost" rental

4.5.7   The Options - Comparative Overview

Figure 7:

	Option 1 Beechy JUL	Option 2 Reading Room – Kanyana	Option 3 Annexe – Gellibrand Street	Option 4 Annexe – CBD Shop Front
Facilities / Services	• Library - 1500 sq m • Increased ICT, program & service capacity • Stakeholder relationships/ partnerships • Transition support opportunities	• Reading room – 50 sq m • Book Exchange • 2 PC's • Visitation by Home Service Van – 3 times per week	• Total area – 80sq m • Reading area • Collection – 1200 items • 3 PC's • RFID linked to JUL • Photocopier • Admin area • Kitchenette • WC	• Total area – 80sq m • Reading area • Collection – 1200 items • 3 PC's • RFID linked to JUL • Photocopier • Admin area • Kitchenette • WC
Public Hours	Minimum - 41 hours	Collection access – 12 hours	22 hours - Plus JUL 63 hours	22 hours - Plus JUL 63 hours
Staff Resources	As per agreement	1 staff member – Outreach Van	1 staff member	1 staff member
Capital Cost to Council		$95,000	$110,000	$95,000
Operating Cost to Council		$54,220	$93,700	$96,200

5.0 Conclusion

5.1 Findings

The scope of this review has been to identify the options and opportunities for enhanced library services in Colac, acknowledging the Beechy Precinct JUL as the primary facility. Consequently the investigation has not included a review of the concept of the JUL, the building design, or its construction, which is already underway.

Rather the investigation has focused on the opportunities for optimal facility, program and service delivery arrangements for library services in Colac. This has included the question of the need for venues/facilities additional to the JUL to deliver library services and the examination of potential options to meet any identified need.

It is clear that the development of the JUL presents an outstanding opportunity for the delivery of enhanced library services in Colac. The increased capacity of the facility in terms of library floor space, meeting facilities and ICT capacity offer many opportunities for enhancing library service delivery to the general community. Sections 3.0, 4.1.2 and 4.1.3 of this report outline a range of options and opportunities identified through research and consultation for optimal facility, program and service delivery arrangements. The implementation of these opportunities will be a matter for the JUL Management Group, with an imperative around the development of governance arrangements which acknowledge the need for a co-ordinated management approach, optimal access arrangements, and the delivery of a high level of customer service.

Identified success factors in library service delivery suggest that programs and services targeting children and young people are eminently successful in engaging the community and growing a library service. This needs to be balanced with ensuring that the needs of all community sectors are acknowledged in developing a service delivery framework for the JUL. A strong ICT base is also identified as a critical success factor.

A key issue in the move to the JUL as the primary library facility will be acknowledging the transition process, which may be challenging for some people. There is a high priority for escalation in communication, marketing and promotion activities to further inform and engage the community in the development of the JUL. Consideration of initiatives to assist accessibility is also a priority (see Section 4.2).

Central to enhancing library service provision in Colac, and indeed the success of the JUL, will be the ongoing development and nurturing of partnership and stakeholder relationships as outlined in Section 4.3 of this report.

The development of the JUL has generated substantial controversy in Colac around both the location and context of the facility. There is undoubtedly substantial support for the JUL amongst many groups and individuals, yet the consultation process has identified considerable support for the provision of library annexe/satellite services in Colac. Section 4.5 of this report identifies and examines the options for additional facilities in terms of the implications for Council. Based on the current proposed service level for the JUL, Colac will remain much in line with the service level norm for Victorian towns of similar size to Colac . If Council chooses to establish a library annexe, Colac's service level will substantially exceed the service level for comparable sized towns. Whether or not Council deems it appropriate to invest in a reading room or library annexe will be a matter of the priority Council places on library services, and ultimately a matter of Council policy.

5.2   The Way Forward…Recommendations

The suggested way forward is a focused strategic direction for the enhancement of library services in Colac based on the following recommendations:

- The JUL Management Group to consider the success factors and opportunities for facility, program and service development as outlined in Sections 3.0 & 4.0 of this report in the context of optimal governance, facility, program and service delivery arrangements for the JUL.

- The JUL Management Group and key stakeholders to the development of the JUL to immediately consider the opportunities for managing the transition to the JUL as outlined in Section 4.2, with an imperative for the escalation of communication, marketing and promotion activities directed to informing and engaging the community.

- The JUL Management Group and key stakeholders to consider and continue the further development of partnership arrangements and opportunities directed to enhancing library services in Colac as outlined in Section 4.3 of this report.

- Council to consider at the earliest opportunity its position in regard to the options for additional library venues/facilities as outlined in Section 4.5 of this report with a view to allocating budget provision for approved expenditure.

  It is the Consultant's recommendation that Council strongly supports the development of the JUL as the primary library service venue in Colac.   Further, it is recommended that Council acknowledges the issues of accessibility to the JUL for some segments of the community with the development of a "reading room" facility at the Kanyana Centre, as outlined in Section 4.5.2 of this Report.

  It is the Consultant's view that Kanyana is ideally located to meet the identified need for centrally located library services as an extension to the JUL.   The proposed refurbishment to Kanyana and the identified intention to broaden community utilisation of the Centre provides an appropriate and cost effective opportunity to integrate a satellite library facility at an existing community facility.

- The Kanyana reading room facility to be strongly linked to the JUL as the primary facility i.e.:
  - Ø   Partnership arrangements in regard to introductory ICT/community learning programs.
  - Ø   Provision of communication/promotion material at Kanyana in regard to the programs/services offered by the JUL.
  - Ø   Provision of online library catalogue at Kanyana.
  - Ø   Free transport from the Kanyana Centre to the JUL for health/pension card holders.
  - Ø   Introductory, assisted tours of the JUL emanating from Kanyana.

- The development of the reading room facility at Kanyana to be initiated at the earliest opportunity to co-ordinate with the scheduled opening of the JUL.

- Regular monitoring of the utilisation of the Kanyana facility to be implemented with a strategic review of operation and utilisation after two years.

- All parties to the development of the JUL and the Kanyana facility to demonstrate a cohesive and integrated approach to assist community engagement and support the enhancement of library services in Colac.

Appendix A:

Key Documents Reviewed – Community/Stakeholders Consulted

Key documents reviewed in the research process include…
- Ø   Annual Report 2008/9 – Corangamite Regional Library Corporation
- Ø   Annual Survey of Libraries 2007-2008 – Department of Planning and Community Development
- Ø   Beechy Precinct JUL Plan
- Ø   Colac Structure Plan
- Ø   Council Plan 2009 - 2013 – Colac Otway Shire
- Ø   Development and Joint Use Agreement – Beechy Precinct JUL
- Ø   The Community Health & Wellbeing Profile 2009 (G21 Partnership Project)

Community/key stakeholders consulted include…
- Ø   Barwon Mental Health
- Ø   Regional Development Victoria
- Ø   Colac Area Health
- Ø   Colac Business Inc.
- Ø   Colac Secondary College
- Ø   Colac Specialist School
- Ø   Colac Toy Library
- Ø   Colac Library – Staff Focus Group
- Ø   Corangamite Regional Library Corporation – Staff Focus Group
- Ø   Colanda
- Ø   Friends of the Colac Library (FOCL)
- Ø   Gordon TAFE
- Ø   U3A
- Ø   Colac Hub Inc
- Ø   Colac Neighbourhood House
- Ø   Colac Neighbourhood Renewal
- Ø   Otway Community College
- Ø   Colac Otway Shire:
  - Focus Group - Councillors/Senior Management
  - Cr Chris Smith
  - Children & Family Services Co-Ordinator
  - Economic Development Officer
  - Aged & Disability Services Co-Ordinator
  - Team Leader Aged & Disability .
  - Rural Access Officer .
  - Transport Connections Coordinator
  - Manager Health & Community Services
- Ø   1:1 consultations with individual community members responding to the invitation to consult. Community Members.
- Ø   Submissions Received – (2)

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Appendix B:

Other Library Service Models – Learnings & Opportunities

Berri Library & Information Centre, South Australia (Joint Use Library)

Opened in January 1999 as a purpose built joint use library amalgamating the services of the joint use partners and moving from the established public library site in the Berri CBD.

Location:	Kay Avenue, Berri, SA (2 kms from the Berri CBD).
Population Serviced:	11,000 immediate area - 30,000 across the Riverland region..
JUL Partners:	Berri Barmera Council, TAFE SA, Glossop High School (Yrs 11 & 12)
Membership:	Active Borrowers = 3,327, Total Borrowers = 6,814
Open Hours::	Term Time: 55 hours per week – Monday to Saturday School Holidays: 47 hours per week – Monday to Saturday

Facilities include:

Ø 724.8sq mtrs/ 869.1sq mtrs public library area.
Ø Collection – 45,000 items.
Ø Entrance for public and TAFE clients separate from school entrance for student and teacher use – separate entrances considered very important.
Ø Meeting Room – TV, DVD, whiteboard, seating for 10.
Ø Local History Room.
Ø Reading Room – classroom size, seating for 16, special collections, offering a quiet retreat for reading or research.   As this space has been underutilised, the library has more recently moved to taking bookings for this space.
Ø Separate children's library area.
Ø Information & Communication Technology:
   - Four (4) TAFE specific computers.
   - Ten (10) school specific computers.
   - Four (4) public internet computers.
   - Four (4) all user groups computers.
   - Two (2) Playstations – located in children's area.
   - Multimedia Room – data projector, 6 PC's, seating for 25
   - Video Editing Room.
   - Free wireless internet connection for use by all user groups.
Ø Coffee/food/drink machines.

Programs/Services include:

Ø Weekly children's storytelling and activities.
Ø School holiday activities.
Ø Book groups.
Ø Fortnightly nursing home & retirement village drops imitated to serve the older community have been maintained.
Ø Group visits/morning teas with senior citizens were implemented initially to encourage patronage.

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Other points of interest:

Ø   The area is poorly supported by public transport.

Ø   It is reported that the development of the facility created concern amongst the older community and TAFE clients in terms of location and the JUL context - over time older members of the community have returned to the facility.

Ø   The location of the Riverland Plaza (5 minutes walk from the library) has been beneficial.

Ø   The sole employment model is strongly supported.

Ø   Behaviour management has not proved to be an issue – students at Year 11 & 12 level.

Ø   Library access arrangements have worked well with school access from the rear and public access via the front of the building.

Ø   Library staff have worked closely with TAFE clients to facilitate their engagement with the facility.

Seaford Library, South Australia (Joint Use Library)

Location: Grand Boulevard, Seaford, SA (central location)

Population Serviced: 20,000 (approx.)

JUL Partners: City of Onkaparinga, Department of Education & Children's Services
                            The library is co-located with a Year 6-12 school facility.

Membership: 43% of population

Open Hours: Public: 43 Hours per week – Monday to Saturday

Facilities include:

Ø 1500sq metres total area – purpose built JUL.
Ø Collection – 56,000 items.
Ø Separate entrances for general public and students – considered very important.
Ø One flexible meeting room – can be divided.- data projector, modular projector – seating capacity 20-25.
Ø Quiet area for senior citizens.
Ø Toy library.
Ø Information & Communication Technology:
   - Six (6) public PCs.
   - One hundred (100) school laptops managed by library - student priority during school hours - can be used by public for overflow.
   - Fifty (50) Ipod touch screens to be introduced shortly.
   - Free internet use.
   - Wireless access.
   - Colour printing.
   - Multi screens.
   - Playstation/Nintendo/Gameboy.
   - Video editing.
   - Public faxing.
   - Equipment loans to community groups.
Ø Kitchenette facility – tea/coffee making facilities.

Programs/Services include:

Ø Range of community services programming specific groups/sectors.
Ø Strong IT base - highly respected by the community.

Other points of interest:

Ø Other schools visit regularly.
Ø Strong support for the sole employment model.
Ø A strong volunteer base assists within the library e.g. shelving books.
Ø The facility has been generally accepted by the whole community.
Ø Behaviour management procedures are in place.

Caroline Springs Library, Victoria (Joint Use Library)

Location: Caroline Springs Road, Caroline Springs
                         (town centre location)
                         Co-located with Council Service Centre

Population Serviced: 45,000 catchment area

JUL Partners: Melton Shire Council, Mowbray College Senior Campus

Membership;   13,000

Open Hours: 59.5 hours per week - Monday to Sunday

Facilities include:
Ø 2500 sq metres/2000 sq metres of public space including IT room and public meeting room.
Ø Melton Shire Council Service Centre located in foyer – Council staff process basic library transactions and take library fines.
Ø Community Meeting Rooms hired on a differential scale for private/corporate use, council sponsored events, community use.
Ø Information & Communication Technology:
   - Two (2) ICT rooms - one (1) dedicated for use during school hours.
   - Fifty (50) computers - computers can be operated with standard public library filtering, or manually switched to the local school network for access by school children. Twenty-five (25) public computers with internet access – can be accessed by school children out of school hours.
   - AV room.
   - Three (3) built-in playstations available for bookings at any time, Wii, Guitar Hero.
Ø Teenage lounge area.
Ø Study areas – individual and group.
Ø Staff work stations located throughout the library.
Ø Kiosk – adds value to the facility as a community hub and is popular with both students and the community.   The kiosk offers pre-prepared food sourced from the nearby Council Leisure Centre which includes a commercial kitchen.   There is an expectation for the Kiosk to be financially self-sufficient.
Ø Office of the Director of Caroline Springs College (multiple campuses) and Personal Assistant sited off entry foyer.

Programs/Services include:
Ø RFID technology – 4 checkout stations providing 90% of checkout facilities.
Ø Automated booking process for PC reservation (can be overridden by staff).
Ø Baby Time Sessions (1 per week).
Ø Preschool Story Time Sessions (1 per week) - have been instrumental in bringing young mothers and children to the library.
Ø Yoga and Tai Chi classes (lawn area) - in partnership with Neighbourhood House and nearby Leisure Centre.
Ø Book Chat Club (including coffee) - weekly, offering a social opportunity.
Ø Writers Group.
Ø Planned activity groups e.g. Craft Group facilitated by Aged Services.
Ø The Blue Room program offered for 12-16 year olds in conjunction with Council's Youth Services Unit – offers free access to Wii, pool table, Playstation games, Guitar Hero.

Ø Computer Games Arvo offered every Wednesday afternoon - targets the 14-16 year age group utilising multi-user computer room for the session.

Ø Manga Club targeting 10-14 year olds meets weekly at the library – discusses graphic novels, instructs in drawing manga, presents anime films.

Ø Hip Hop Dance Class.

Ø Senior's Moving Morning – free movie screening with refreshments.

Ø School Holiday Activities.

Ø Sports Library – sporting and active recreation kits available for free loan to library members.

Ø Library newsletter.

Other points of interest:

Ø Program and service delivery has particularly targeted young people on the premise that parents/adults follow.

Ø Single staffing model highly supported.

Wyndham City Council Library Service, Victoria

Wyndham City, population 138,000, offers library services across three facilities, including a new facility at Point Cook based on an integrated service model facility and a CBD Branch in Werribee. A fourth facility at Wyndham Vale is scheduled for opening in 2011.

Heaths Road Library (Primary Library Facility)

Location: Werribee Plaza, Hoppers Crossing

Membership: 60,000 across Heaths Road/CBD Branch

Open Hours: 57.5 hours per week – Monday to Sunday

Facilities include:
Ø 1515sq.metres/1250sq.metres public access space.
Ø Collection – 142,000 items
Ø Meeting rooms – offered on a differential scale for community groups, community based activities, private/business groups/activities.
Ø Internal and external return chutes.
Ø Family & Local History Room – including computer facilities (microfiche reader) and collection resources.
Ø Children's area.
Ø Small young adult area, separate from the children's area.
Ø Lounge area for newspaper/magazine reading.
Ø Study areas – individual and group areas.
Ø Information & Communication Technology:
 - Twenty (20) computers.
 - Community learning room – including datashow facilities.

Programs/Services Include:
Ø Rhyme Time.
Ø Pre-School Story Time.
Ø Babies & Books Talks.
Ø Books for Babies.
Ø Visiting kindergarten and maternal & child health groups.
Ø Community information displays around the library.
Ø CD/DVD collection.
Ø Tourism information.
Ø Manual booking system for computers – library is seeking to move to an automated system which is highly desirable.
Ø RFID technology to be introduced in the near future

CBD Library, Werribee (Branch Library)

Location: Watton Street, Werribee (main street location)

Membership: 60,000 across Heaths Road/CBD Branch

Open Hours: 48 Hours – Monday to Saturday

Facilities include:
- Ø   603 sq metres.
- Ø   Collection: 55,000.
- Ø   Children's area.
- Ø   Private study/lounge area/sunroom.
- Ø   Six (6) computers plus one (1) disability computer.

Programs/Services include:
- Ø   Rhyme Time.
- Ø   Pre-School/Story Time Programs.
- Ø   Babies & Books Talks.
- Ø   Books for Babies.
- Ø   Outreach children's services.
- Ø   Young adults group.
- Ø   AMES group tours.
- Ø   ESL classes.
- Ø   RFID technology to be introduced in the near future.

Other points of interest:
- Ø   Commercial café is sited directly in front of the access to the Library.

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Point Cook Library (Integrated Service Model)

This new facility opened in September 2009 and has experienced a high level of patronage with 44,682 people through the door and 77,856 public borrowings in its first three months of operation. The facility was designed in conjunction with the Werribee Community Centre:

Location: Point Cook Community Learning Centre,
                               Cheetham Street, Point Cook

Population Serviced: 23,718 (2009 Forecast)

Membership: 3,039

Open Hours: 51 Hours per week– Monday to Sunday

Facilities include:

Ø   The library is co-located (integrated) with 2 kindergarten services, maternal and child health consulting rooms, community meeting rooms, commercial kitchen, central reception area.
Ø   950sq metres/900sq metres public access space.
Ø   Collection – 40,000 items.
Ø   Large children's area.
Ø   Young adult area.
Ø   Small lounge area for newspapers/magazines – reported this space is undersized.
Ø   Automated booking system for computers.
Ø   Information & Communication Technology:
  -   Ten (10) public access computers – 5 computers are free of charge without access to email/chat; remaining 5 computers offered at $2 per half hour with email/chat access. Filtering of computers is limited with visible placement of computers allowing staff supervision.
  -   Two (2) gaming consuls with Wii and playstation facilities.
  -   Community learning room with 10 computers, datashow, OHP and screen facilities – is reserved from 4.00pm to 6.00pm for library overflow.
Ø   AV Room – two (2) public access IMAC computers with creative design software, disability computer facilities.
Ø   Wi-fi Bar – providing bar style seating/plug-in for laptops.

Programs/Services include:

Ø   RFID technology - self serve check outs, 5 stations - have been embraced by the community and allowed staff more time for customer service on the library floor.
Ø   Rhyme Time, Pre-School Story Time.
Ø   Babies & Books Talks, Books for Babies.
Ø   Kindergarten & maternal and child health service facilitate visits to the library.
Ø   School holiday program.
Ø   Youth Services Program – utilise the community learning room once per week.
Ø   Introductory IT Sessions designed in conjunction with Werribee Community Centre e.g. social networking, skype, email. Tailored to demand. Offered in a relaxed environment.
Ø   Program and service development continues as the library develops.

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Other points of interest:

Ø   Appointment of an IT librarian has been integral to the successful development of the facility, its IT capacity and offerings.

Ø   Meeting room bookings are managed by the Community Centre office, not library staff.

Ø   There is no café on the site. The Community Centre is located in the heart of the Town Centre.

Ø   The opening of the facility was celebrated with a Community Fiesta including dance party and trivia night.

Mount Gambier Library, South Australia

The City of Mount Gambier is currently developing a new Library adjacent to the current Civic Centre Location in Watson Terrace, Mount Gambier.

Location: Adjacent to the Civic Centre & Cave Garden
                                  Watson Terrace, Mount Gambier. SA

Population Serviced: 30,000 including surrounding districts

Open Hours: 55 hours per week – Monday to Sunday

Facilities include:

Ø   New Library – 1900 square metres.
Ø   Current collection 55,000 – to be extended by $40,000 budget allocation.
Ø   Meeting rooms.
Ø   Children's library.
Ø   Parenting room.
Ø   Local history room.
Ø   Study rooms.
Ø   Home theatre featuring TV & lounge area.
Ø   Simulated water filled "sink hole" for young children.
Ø   High technology youth space.
Ø   Reading area for older citizens.
Ø   Information & Communications Technology:
    -   Forty (40) computers.
    -   Three (3) playstations.
    -   Two (2) Wiis,
    -   Free wireless internet.
Ø   Fully integrated coffee shop/café.

Programs/Services include:

Ø   RFID (Smart) technology - self serve checkout. Introduced "kiosk style" at the existing library to allow library users to experience the technology prior to the transition to full RFID services at the new facility.
Ø   Program and service delivery has targeted engaging children and young people the young based on the premise that parents/adults will follow.
Ø   Story Time (under 5's) and Baby Time programs - have proved very successful in increasing membership. Consistent, regular scheduling is identified as a key success factor.
Ø   Finding my Space program offered in partnership with the school - has been successful in engaging secondary school children, particularly those identified at risk of leaving the local school system.   The 10 week workshop program involves a range of alternative learning programs including: creative dance, drug & alcohol issues, personal presentation, first time worker tips, health & diet, self defence, resume preparation, how to buy a car), legal matters..
Ø   School Holiday Programs e.g. storytelling, craft sessions, programs facilitated by Scouting
Ø   Facilitated IT programs for adults have been successful e.g. family history for "dummies", navigating databases for "dummies".
Ø   Wednesday Afternoon IT at the Library - has been very successful.
Ø   The Library has partnered with U3A to deliver courses.
Ø   Partnerships with local organisations (Spotlight, Bunnings) have facilitated community based classes/courses i.e: basic dressmaking, woodwork/painting for children..

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Points of interest:

Ø   Since 2005 the Mount Gambier Public Library has escalated its community-based initiatives and programs which have increased patronage to the library by more than 1000 visits per month.

Ø   Leadership and a proactive approach by staff have been imperative in facilitating growth in the library service.

Ø   A regular monthly column in the local newspaper provides library information to the community.

Upper Riccarton Community & School Library, NZ (JUL)

Location: Main Road South, Sockburn, Christchurch, New Zealand
                           (outer boundary of Riccarton)

Population Serviced: 30,000 Riccarton & surrounding communities.

JUL Partners: Christchurch City Council, Riccarton High School

Open Hours: 63 hours per week – Monday to Sunday

Facilities include:
Ø Purpose built facility opened in January 2006.
Ø Information & Communication Technology:
   - Three (3) Learning Centres.
   - Integrated classrooms at the rear of the facility – exclusive school use during the day, open to   the public out of school hours.
   - Computer laboratory including 22 PC's.
   - Ten (10) public use PC's.
Ø Lounge areas throughout the library integrating public and student visitors.

Programs/Services include:
Ø Artworks on display.
Ø Books in world languages.
Ø Baby changing table, microwave, adult/feeding chair.
Ø Get well bags – bean bags for convalescing children.
Ø Community programs including:
   - Family Internet Tuesdays.
   - Holiday Technology Fan – family based.
   - Money management.
   - Time management.
   - Digitising family programs.
Ø After School programs.
Ø Online photo gallery.

Other points of interest:
Ø Library opening was celebrated with a community festival including stalls, bouncing castle, face painters.
Ø Behaviour management has not been an issue – standard policies have worked well.
Ø The Library is currently planning to devote a large wall space to exhibitions to encourage visitation.

Colac-Otway Shire - Enhanced Library Services - Appendix C

Option 2: Reading Room Kanyana - Indicative Costing

	Hours p.w.:	TOTAL
	Mon,Wed,Fri	
	10.00am to 2.00 pm	
	4	12

ASSUMPTIONS:

Visiting Home/Outreach Van
Opening hours
Reading room area - 50 sq metres
2 PC's - one for library catalogue

		YEAR 1	YEAR 2	YEAR 3	YEAR 4
CAPITAL:					
Refurbishment		$10,000			
Fit-Out		$10,000			
Purchase/fittout second Outreach/Home Service Van		$75,000			
TOTAL CAPITAL:		**$95,000**	**$0**	**$0**	**$0**
OPERATING COSTS:		YEAR 1	YEAR 2	YEAR 3	YEAR 4
Contribution to Overheads	(Note 1)	$5,000	$5,000	$5,000	$5,000
Collection (Depreciated over 12 years)	(Note 5)	$5,040	$5,040	$5,040	$5,040
Book Exchange		$0	$0	$0	$0
Admin/IT expenditure	(Note 2)	$9,400	$9,400	$9,400	$9,400
Newspapers		$2,000	$2,000	$2,000	$2,000
Operating Cost - Home Service Van	(Note 3)	$23,275	$23,275	$23,275	$23,275
Depreciation (Non-cash)	(Note 4)	$9,500	$9,500	$9,500	$9,500
W/O Period - Years:	10				
TOTAL OPERATING COSTS:		**$54,215**	**$54,215**	**$54,215**	**$54,215**

Note 1: Kanyana is a Council owned facility providing ongoing services to the community.
   It is assumed that floor space for a reading area be allocated within the existing space at no rental cost, with an annual contribution to overhead/utility costs.
Note 2: Based on provision of 2 PC's at estimated cost advised by CRLC
Note 3: Based on estimated annual operating cost advised by CRLC
Note 4: Assumes capital costs depreciated on SL basis over..   10   years
Note 5: Assumes collection not included in van costs/library stock - 1200 items at $50 average per item to introduce, depreciated over 12 years, as estimated by CRLC

Colac-Otway Shire- Enhanced Library Services - Appendix D
Option 3: Library Annexe - Gellibrand Street Location - Indicative Costing

ASSUMPTIONS:

	Hours p.w.: (Mon-Fri) 9.00am to 1.00 pm	Hours p.w.: (Sat) 10.00 am to 12.00n	Hours p.w.: (Sun)	TOTAL
Opening hours	4	2	0	22
Staff complement:				1
Add'n. Staff Hours p.w. (Opening/Closing/training/team meetings etc.)				7
Staff Level				Band 4

CAPITAL:	YEAR 1	YEAR 2	YEAR 3	YEAR 4
Minor refurbishment- existing building	$50,000			
Fit-out- existing building	$25,000			
RFID reader/security fitout linked to JUL	$35,000			
TOTAL CAPITAL:	$110,000	$0	$0	$0

OPERATING COSTS:			YEAR 1	YEAR 2	YEAR 3	YEAR 4
Staff-Normal time plus on-costs & EB (Note1)		(Note 1)	$42,051	$42,051	$42,051	$42,051

	Hours P.A.:	$/Hour
	1,508	$27.89

			YEAR 1	YEAR 2	YEAR 3	YEAR 4
Rental (Existing site)		(Note 2)	$8,000	$8,000	$8,000	$8,000
Contribution to Overheads	(Note 2)		$5,000	$5,000	$5,000	$5,000
Collection (Depreciated over 12 yrs) (Note 3)		(Note 3)	$5,040	$5,040	$5,040	$5,040
Admin/IT expenditure (3 PC's) Non-cash		(Note 4)	$14,100	$14,100	$14,100	$14,100
Newspapers			$2,000	$2,000	$2,000	$2,000
JUL/Annex deliveries/transport	$/Delivery $ 25.00 (x 5 per week)		$6,500	$6,500	$6,500	$6,500
Depreciation (Non-cash)	W/O Period - Years: 10	(Note 5)	$11,000	$11,000	$11,000	$11,000
TOTAL OPERATING COSTS:			$93,691	$93,691	$93,691	$93,691

	Sq. M.	$/Sq. M.
	80	$100.00

Note 1:   Based on salary for Band 4 staff member and relief staff to cover absences, including oncosts & EB, as advised by CRLC.
Note 2:   Rental related to "opportunity cost" for space within existing Council owned facility.
Note 3:   Assumes collection = 1200 items at $50 average per item to introduce, depreciated over 12 years, as estimated by CRLC.
Note 4:   Assumes provision of 3 PC's including 1 for online catalogue.
Note 5:   Assumes capital costs depreciated on SL basis over.   10   years

Colac-Otway Shire- Enhanced Library Services - Appendix E

Option 4: Library Annexe - Shop-front,central area location - Indicative Costing

ASSUMPTIONS:

	Hours p.w.: (Mon-Fri)	Hours p.w.: (Sat)	Hours p.w.: (Sun)	TOTAL
Opening hours	9.00am to 1.00 pm	10.00 am to 12.00n		
	4	2	0	22
Staff complement:				1
Add'n. Staff Hours p.w. (Opening/Closing/training/team meetings etc.)				7
Staff Level				Band 4

CAPITAL:

		YEAR 1	YEAR 2	YEAR 3	YEAR 4
Refurbishment		$35,000			
Fit-Out		$25,000			
RFID reader/security fitout linked to JUL		$35,000			
TOTAL CAPITAL:		**$95,000**	**$0**	**$0**	**$0**

OPERATING COSTS:

	Hours P.A.:	$/Hour		YEAR 1	YEAR 2	YEAR 3	YEAR 4
Staff-Normal time plus on-costs & EB	1,508	$27.89	(Note 1)	$42,051	$42,051	$42,051	$42,051
	Sq. M.	**$/Sq. M.**					
	80	$150.00					
Rental				$12,000	$12,000	$12,000	$12,000
Contribution to Overheads				$5,000	$5,000	$5,000	$5,000
Collection (Depreciated over 12 yrs)	Non-cash		(Note 2)	$5,040	$5,040	$5,040	$5,040
Admin/IT expenditure			(Note 3)	$14,100	$14,100	$14,100	$14,100
Newspapers				$2,000	$2,000	$2,000	$2,000
JUL/Annex deliveries/transport	$/Delivery $	25.00	(x 5 per week)	$6,500	$6,500	$6,500	$6,500
Depreciation (Non-cash)	W/O Period -Years:	10	(Note 4)	$9,500	$9,500	$9,500	$9,500
TOTAL OPERATING COSTS:				**$96,191**	**$96,191**	**$96,191**	**$96,191**

Note 1:　Based on salary for Band 4 staff member and relief staff to cover absences, including oncosts & EB, as advised by CRLC.

Note 2:　Assumes collection = 1200 items at $50 average per item to introduce, depreciated over 12 years, as estimated by CRLC.

Note 3:　Based on provision of 3 PC's including one for online library catalogue.

Note 4:　Assumes capital costs depreciated on SL basis over...

10　years