



Community & Environment Committee

Agenda: *Community & Environment Committee*

Date: *Monday 26 November 2007*

Time: *6.00pm*

Outline of Meeting Protocol & Procedure:

- The Chairperson will call the Meeting to order and ask the Committee/Staff to present apologies or late correspondence.
- The Chairperson will commence the Order of Business as shown in the Index to the Agenda.
- At the beginning of each item the Chairperson will ask whether a member(s) of the public wish to address the Committee.
- If person(s) wish to address the Committee, they are allowed four (4) minutes in which to do so. Please direct comments to the issues at hand.
- If there are persons representing both sides of a matter (eg applicant/objector), the person(s) against the recommendation speak first.
- At the conclusion of the allotted four (4) minutes, the speaker resumes his/her seat and takes no further part in the debate unless specifically called to do so by the Chairperson.
- If there is more than one (1) person wishing to address the Committee from the same side of the debate, the Chairperson will request that where possible a spokesperson be nominated to represent the parties.
- The Chairperson has the discretion whether to continue to accept speakers from the floor.
- After considering any submissions the Committee will debate the matter (if necessary), and arrive at a recommendation (R items which proceed to Full Council) or a resolution (D items for which the Committee has delegated authority).

Delegated Authority (“D” Items):

- Community Services and Programmes.
- Health.
- Liquor Licences.
- Fire Protection Orders.
- Residential Parking Schemes (surveillance and administration).
- Traffic Management (Traffic Committee Recommendations).
- Waverley/Woollahra Process Plant.
- To require such investigations, reports or actions as considered necessary in respect of matters contained within the Business Agendas (and as may be limited by specific Council resolution).
- Confirmation of the Minutes of its Meeting.
- Any other matter falling within the responsibility of the Community and Environment Committee and not restricted by the Local Government Act or required to be a Recommendation to Full Council as listed below.
- Library Services
- Licensing.
- Regulatory.
- Waste Minimisation

Recommendation only to the Full Council (“R” Items):

- Such matters as are specified in Section 377 of the Local Government Act and within the ambit of the Committee considerations.
- Matters which involve broad strategic or policy initiatives within responsibilities of the Committee.
- Matters requiring the expenditure of moneys and in respect of which no Council vote has been made.
- Matters delegated to the Council by the Traffic Authority of NSW.
- Matters not within the specified functions of the Committee, or which are not the subject of a Business Agenda (current or past).
- Matters reserved by individual Councillors, in accordance with any Council policy on "safeguards".
- Parks and Reserve Plans of Management (Strategies, Policies and Objectives)
- Residential Parking Schemes - Provision and Policies

Committee Membership:

7 Councillors

Quorum:

The quorum for a Committee meeting is 4 Councillors.

WOOLLAHRA MUNICIPAL COUNCIL

Notice of Meeting

22 November 2007

To: His Worship The Mayor, Councillor Geoff Rundle, ex-officio
Councillors Tanya Excell (Chair)
Anthony Boskovitz
Marcus Ehrlich
Andrew Petrie
Isabelle Shapiro (Deputy Chair)
Fiona Sinclair King
John Walker

Dear Councillors

Community & Environment Committee Meeting – 26 November 2007

In accordance with the provisions of the Local Government Act 1993, I request your attendance at a Meeting of the Council's **Community and Environment Committee** to be held in the **Council Chambers, 536 New South Head Road, Double Bay, on Monday 26 November 2007 at 6.00pm.**

Gary James
General Manager

Additional Information Relating to Committee Matters

Site Inspection

Other Matters

Meeting Agenda

Item	Subject	Pages
1	Leave of Absence and Apologies	
2	Late Correspondence	
3	Declarations of Interest	

Items to be Decided by this Committee using its Delegated Authority

D1	Confirmation of Minutes of Meeting held on 12 November 2007	1
D2	2007 Woollahra Small Sculpture Prize Evaluation report – 20.G	2

Items to be Submitted to the Council for Decision with Recommendations from this Committee

R1	The Way Forward – Woollahra Library and Information Services Strategic Plan – 48.G (Strategic)	69
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Note: Annexure 1 distributed under separate cover

Item No: D1 Delegated to Committee
Subject: **Confirmation of Minutes of Meeting held on 12 November 2007**
Author: Les Windle, Manager - Governance
File No: See Council Minutes
Reason for Report: The Minutes of the Meeting of Monday 12 November 2007 were previously circulated. In accordance with the guidelines for Committees' operations it is now necessary that those Minutes be formally taken as read and confirmed.

Recommendation:

That the Minutes of the Community and Environment Committee Meeting of 12 November 2007 be taken as read and confirmed.

Les Windle
Manager - Governance

Item No: D2 Delegated to Committee

Subject: **2007 Woollahra Small Sculpture Prize Evaluation Report**

Author: Jo Jansyn, Cultural Development Coordinator

File No: 20.G

Reason for Report: To provide a detailed evaluation of the 2007 Woollahra Small Sculpture Prize

Recommendation:

1. That the 2007 Woollahra Small Sculpture Prize Evaluation Report be noted.
2. That the 2007 Kids Day Out Evaluation be noted.

1. Background

The Woollahra Small Sculpture Prize is the only national prize for sculptures of smaller dimensions and it has attracted strong support from artists, collectors and critics. The Prize was initiated by Woollahra Council to support, promote and celebrate artistic excellence as well as to encourage the local community to access the Council Chambers.

The Woollahra Small Sculpture Prize totals \$13,000 across the following categories:

- The Woollahra Small Sculpture Prize: an acquisitive award of \$10,000
- The Special Commendation: a non-acquisitive award of \$2,000
- The Viewers' Choice: a non-acquisitive award of \$1,000

The seventh annual Woollahra Small Sculpture Prize exhibition was launched on Friday 19 October 2007 at Redleaf Council Chambers and concluded on Sunday 28 October with the successful Kids Day Out event. A total of 2295 entries have been received for the Woollahra Small Sculpture Prize in its seven year history.

2. Relationship to Management Plan/Cultural Plan

The 2007– 2010 Management Plan identifies that a key objective for the Community Services Division is *'to plan, coordinate and provide a range of activities and opportunities which address the cultural interests of the Woollahra community and which reflect the unique character of Woollahra'* (pg 114). Under this objective, the Woollahra Small Sculpture Prize is highlighted as a core project.

In its Key Strategy (Goal Two), Council's Cultural Plan indicates that the Woollahra Small Sculpture Prize is an opportunity to form cultural alliances through strategic partnerships with other levels of government, peak arts bodies, local businesses, corporate sectors and community groups to realise increased community benefits and external resourcing of arts and cultural activities.

3. 2007 Woollahra Small Sculpture Prize

In 2007, 416 sculptures were entered and the final 36 pieces were exhibited over a 10-day period, including two weekends between 20 and 28 October. Finalists' works were selected for exhibition by judges Laura Back, Curator of Art, Australian War Memorial; Curator (temporary), Old Parliament House and John McPhee, Art Consultant.

Of the 36 finalists, two works were represented from artists residing in the Woollahra Municipality. The number of entries from eastern suburbs local government areas represented approximately 16% of the total number of entries received.

Yvonne Kendall's (Germany) *Passengers* was announced as the acquisitive winner at the launch of the exhibition. Approximately 450 guests attended the launch which featured special guest Malcolm Turnbull, Federal Member for Wentworth. Daniel Templeman's (QLD) *Bound* was announced as the Special Commendation and Neil Evan's (NSW) *Cumulus Serious – A Developer's Idyll* was awarded the Viewer's Choice at the conclusion of the exhibition.

Further Woollahra Small Sculpture Prize activities during the exhibition period included finalists floor talks on Saturday 20 October and the local schools touring program. The linking of the Kids Day Out event with the Woollahra Small Sculpture Prize exhibition for the second succession once again saw attendance figures for the exhibition maintained at approximately 2,500 (an increase of over 100% on 2005 figures).

New initiatives presented in 2007 were the seniors' tour and morning tea and the development of a stand alone website, coordinated in conjunction with Corporate Services staff. The website, located at www.sculptureprize.woollahra.nsw.gov.au went 'live' on 17 October, 2007. During the period 17 October to 3 November, the website had 2,931 views as well as an online voting capacity for the Viewers Choice Award. The website also incorporates online flash galleries of finalists' works plus pages for press, childrens' education content and events. Archived information on previous years will be added to the site in the future. Please see Annexure 1 for detailed website statistics for the period 17 October – 3 November.

A further new initiative was the linking of the Woollahra Environmental Schools' Sculpture competition and exhibition with the Woollahra Small Sculpture Prize. Developed by the Environmental Education Officer to promote National Recycling Week, the schools' competition was linked to the Woollahra Small Sculpture Prize in order for residents to take the opportunity to view both. The winners of the Woollahra Environmental Schools' Sculpture competition and exhibition were selected by the judges of the Woollahra Small Sculpture Prize.

4. 2007 Key Stakeholders/Partners

- *Woollahra Municipal Council*: Initiator of the Woollahra Small Sculpture Prize. Managed and implemented the project.
- *Woollahra Small Sculpture Prize Committee*: A reference group that provided recommendations on the direction of the Woollahra Small Sculpture Prize. The Committee is made up of Woollahra Councillors, profiled arts administrators, local community and Council staff.
- *Local community*: representatives of the local community were consulted on the direction of the project via the Small Sculpture Prize Committee. Local schools were invited to participate in the Small Sculpture Prize via the schools education component. Local community representatives were invited to attend the launch night of the exhibition component as well as the artists' talk by a number of the finalists including, William Eicholtz, Kirsteen Pieterse, Jane Gillings, Kate Mackay and Neil Evans.

- *Artists – locally, nationally and internationally:* The Small Sculpture Prize has an extensive database of local and national artists/sculptors who were notified of the event and invited to participate via the submission of works.
- *Galleries/agents:* In 2007, every major gallery in Australia and New Zealand was notified of the Small Sculpture Prize via an extensive mail-out and email. Entry forms were made available in galleries and in many examples, galleries passed on information regarding the Prize to appropriate artists they represented.
- *Art collectors:* Profiled art collectors were made aware of the exhibition component via targeted advertising and Small Sculpture Prize Committee personal contacts. Invitations to the launch event were designed specifically to emphasise the purchase opportunities available as part of the exhibition.
- *Local and national media:* Due to the engagement of an external publicist the profile of the 2007 Woollahra Small Sculpture Prize was greatly improved and received improved recognition by media including national TV coverage.
- *Sponsors:* Local businesses were once again given the first opportunity, via local media, to sponsor the Prize.
- *Volunteers:* A volunteer program was established in 2007. Three volunteer positions were advertised via the website ArtsHub. Over fifteen volunteer expressions of interest were received. Approximately 250 volunteer hours were contributed to the project which culminated with the volunteers as paid gallery attendant work.
- *Supporters of the Small Sculpture Prize:* Program established in 2006 to develop patronage for the Prize and exhibition.
- *Council staff:* Assisted with various aspects of the project including plinth maintenance and delivery, banner hanging and website project management.

5. Budget

The cost of staging the 2007 Woollahra Small Sculpture Prize over the calendar year was \$44, 619 ex GST. As the project is staged over a calendar year, income generated from entry fees, sales commission and sponsorship is split across financial years. In the 2007 calendar year, income from entry fees, sales commission was \$18,181 ex GST. In addition, cash sponsorship income of \$20,000 ex GST was generated across the calendar year due to the efforts of the Small Sculpture Prize Committee.

Sponsorship income contributed towards the development/growth of the Prize, namely the schools program area, some contribution to Kids Day Out, Double Bay street banners and the appointment of an external publicist who continued to successfully increase the media profile and reputation of the Prize.

The 2007 Woollahra Small Sculpture Prize was also generously supported in kind by the Woollahra Orchestra Players, Hugonnet Design and Megacolour and Pasta Pantry. This support represented significant savings to the delivery of the project.

6. Project Outcomes

The Woollahra Small Sculpture Prize is a unique award for small sculpture in Australia with links back to the local community on several significant levels. In 2007, the project had the following significant outcomes

- A link in with the successful Kids Day Out event, held on Sunday 28 October, saw audiences for the exhibition maintained at record levels. Sculpture and craft making was provided on Kids Day Out as a direct link with the exhibition and an interactive Kids Guide was developed by volunteers Laura Naimo and Catherine Everett. The Kids Guide also forms some of the educational content available for children on the Woollahra Small Sculpture Prize website.
- Engagement of profiled arts industry identities for judging of the Woollahra Small Sculpture Prize.
- Presentation of the seventh Woollahra Small Sculpture Prize - the only national award for small sculpture under 80cm in any dimension.
- Consultation with the Small Sculpture Prize Committee comprising of Councillors, Council staff, local community and profiled arts administrators.
- Links back to the local community via schools education component, representation on the Small Sculpture Prize Committee, a significant number of entries from local artists, eastern suburbs artists and local gallery represented artists. A schools worksheet (available on the website) was presented in conjunction with Cranbrook School. It was reported on several occasions by gallery attendants that students who had toured the exhibition as part of the schools component (including students at the Woollahra Preschool) returned with parents/guardians for a follow up viewing.
- International entries received.
- Community education stimulated via the presentation artist floor talks (Saturday 20 October), seniors' tour (Friday 26 October) and a Tea Topic on Art Appreciation (Friday 17 August), all hosted by members of the Woollahra Small Sculpture Prize Committee.
- The Prize once again attracted significant media. This was due to the appointment of an external publicist with background in successfully publicising arts and cultural projects.
- Exhibition attendance figures were greatly improved due to the increase in media coverage.
- A Supporters of the Woollahra Small Sculpture Prize program continued.
- Successful Volunteer Program implemented.
- Second highest number of entries in 2007.
- Stand alone website for the Prize developed.
- Links to the inaugural Woollahra Environmental Schools Sculpture competition and exhibition.
- Raising environmental awareness/recycling awareness amongst school children who participated in the Woollahra Environmental Schools Sculpture Competition.

7. 2007 Evaluation and Feedback

Detailed feedback on the 2007 Woollahra Small Sculpture Prize from artists, schools and viewers has been compiled in Annexure 2.

See Annexure 3 for 2001 – 2007 Woollahra Small Sculpture Prize Comparative Data.

7.2 2007 Woollahra Small Sculpture Prize Evaluation – Committee Summary

A summary of key points discussed at the Evaluation of the Woollahra Small Sculpture Prize Committee, held Thursday 8 November 2007 follows:

- Outside launch successful.
- Sculptures well presented.
- Promotional material successful however re-evaluate size and design of street banners.
- In house catalogue with artist statements to be produced.

- Formation of publicity sub committee in 2008, with Woollahra Small Sculpture Prize Committee members to take on the writing of articles for magazines with long lead in times.
- Increase prize money if additional sponsorship is sourced.
- Continue with ancillary programs such as Kids Day Out, seniors tour, artist talks and Environmental Schools Sculpture competition.
- Look at establishing a Small Sculpture Prize presents series of information talks (3 – 4) during the year prior to the exhibition.

See Annexure 4 for the Woollahra Small Sculpture Prize Committee Evaluation contained in the minutes of the Woollahra Small Sculpture Prize Committee Meeting, Thursday 8 November 2007.

7.3 Community Feedback

Aside from the majority of positive comments received, the key area of feedback to note from residents and community regarding the Woollahra Small Sculpture Prize is that the duration of the Prize is too short.

8. 2007 Kids Day Out Summary Evaluation

For the second year in a row, Kids Day Out has featured the Woollahra Small Sculpture Prize exhibition as a key component of the event and therefore a summary of objectives and outcomes of the combined projects follows:

8.1 Objectives of Kids Day Out:

- To encourage children's literacy and develop a life long love of libraries through the coordination and planning of a cultural event day to promote Woollahra Council and Woollahra Library & Information Service to the community.
- To promote all Council's services and facilities for both children and families.

Through the amalgamation of both projects further shared objectives were established including:

- An opportunity for young families to enjoy Council facilities.
- Community involvement, connection and participation.
- To celebrate the cultural pursuits of the Municipality's youngest residents.
- To promote/showcase Woollahra Library & Information Service and the Woollahra Small Sculpture Prize.
- To encourage life long learning and to provide cultural education opportunities.
- To program Kids Day Out around a 'theme'.
- To provide an accessible, non intimidating event for under 12's and their families where young people can interact in cultural education opportunities with their parents.

8.2 Project Outcomes

2007 Kids Day Out and Woollahra Small Sculpture Prize were linked again this year with a number of positive outcomes for both the community and the Council. These included:

- Kids Day Out attracted approximately 3000 people (nearly 6% of the population of the Municipality)
- As a direct result of Kids Day Out, both the Children's and Adult Library Membership increased.
- There was an increased profile for Woollahra Council and its programs.

- A dynamic cross divisional approach in the planning and implementation of Kids Day Out featuring the Small Sculpture Prize was demonstrated. This project aided in establishing even stronger working relationships and a team approach to achieve outcomes for the Community Services Division.
- Kids Day Out was successfully programmed around the theme 'circus'.
- Staff from the Community Services Division increased their skills development in Event Management and Risk Management Planning.
- Young people and families participated in cultural activities that encouraged learning outcomes.

9. Publicity

Based on feedback from previous Woollahra Small Sculpture Prize evaluations and a budget that allowed for it, the 2007 Woollahra Small Sculpture Prize was able to engage the services of an external publicist. As a result the Prize received significant media coverage including national coverage on ABC TV and in the Australian Financial Review. A detailed publicity report is available in Annexure 5.

10. Recommendations

A key recommendation for the future would be to ensure adequate consultation is conducted with stakeholders so that events (such as Kids Day Out featuring the Woollahra Small Sculpture Prize) do not occur on the same day as other significant events in the region.

11. Conclusion

The 2007 Woollahra Small Sculpture Prize was considered a success and continued to meet the original aims set by Council in 2001. Based on the majority of feedback received on Viewers Choice slips, evaluation meetings with Woollahra Small Sculpture Prize Committee members and personal communication with the Cultural Development Coordinator, it is understood that there has been an increased media profile and increased awareness of the Prize by artists and the arts industry.

The Woollahra Small Sculpture Prize is a profiled arts award amongst artists and the community. The reputation and profile of the Prize and related activities including the schools component, Kids Day Out, seniors tour, links with the Woollahra Environmental Schools Sculpture competition and community artist talks can be maintained at current levels with appropriate funding from Woollahra Council and/or a level of cash sponsorship.

The successful Kids Day Out event was programmed around a cultural 'theme' and continued to meet its set objectives including drawing significantly increased attendees to the Woollahra Small Sculpture Prize exhibition.

Kids Day Out and the Woollahra Small Sculpture Prize exhibition are complimentary projects and the combination of these events increases the profile of the Council Chambers as well as Community Services Programs.

Jo Jansyn
Cultural Development Coordinator

Kylie Walshe
Director – Community Services

Annexures:

1. 2007 Woollahra Small Sculpture Prize Website Viewer Statistics
2. 2007 Viewers Choice Comments
3. 2001 – 2007 Woollahra Small Sculpture Prize Comparative Data
4. Woollahra Small Sculpture Prize Committee Evaluation Meeting Minutes,
8 November 2007
5. 2007 Woollahra Small Sculpture Prize Media Report

Item No: R1 Recommendation to Council
Subject: **The Way Forward : Woollahra Library and Information Services Strategic Plan**
Author: Vicki Munro, Manager, Library and Information Services
File No: 48.G (Strategic)
Reason for Report: To present to Council the outcomes of The Way Forward: Woollahra Library and Information Services Strategic Plan and to seek Council's principle endorsement of the Strategy.

Recommendation:

1. That Council endorse the strategies outlined in The Way Forward: Woollahra Library and Information Services Strategic Plan 2007.
2. That Council actively pursue opportunities to relocate the Central Library into the Double Bay Town Centre.

This report will provide Councillors with the outcomes of the final report of The Way Forward : Woollahra Library and Information Services Strategic Plan. A detailed copy of the report from AEC Group has been circulated under separate cover, with its two appendices being available at the meeting. (See **Annexure 1**). Tonight Dr Veronica Lunn and Anthony Cavanough of AEC Group will address the Committee on the key outcomes of the Plan.

Background:

On 9 October 2006, the Community and Environment Committee considered a report on the successful receipt of a \$63,000 Library Development Grant from the Library Council of NSW for the development of the Woollahra Library Strategic Plan and its proposed implementation.

The aim of the strategic plan is to maximise the potential of the Library Service and to more closely align the services and facilities provided by the Library Service to the needs of the community of Woollahra. The study aims to:

- ensure the Library and Information Service meets the challenges of changing technology and service delivery and increasing community expectations; and
- review the future accommodation requirements for the Library and key recommendations of the April 2002 Accommodation Review Final Report.

In conjunction with the development of Council's Social / Cultural Plan, a Community Planning Advisory Panel was established with Councillors Dawson and Excell, representatives of Holdsworth Community Centre & Services, Woollahra Library Friends and key staff, to oversee the development of the Library Strategic Plan. The Panel appointed AEC Group lead by Dr. Veronica Lunn in February 2007 to undertake the study.

An interim report on the key strategies and consultation outcomes of the Library Strategic Plan was submitted for information to the Community and Environment Committee of 28 October 2007. See **Annexure 2**.

Proposal:

Analysis of the community consultation results, the outcome of a process review of the Library's current procedures and an analysis of best practice principles has led to recommendations being made for a new Library Service Delivery Model and a series of recommendations to achieve key Service Delivery Outcomes. These are outlined below:

A. Service Delivery Model Recommendations:

- A new central library of no less than 2,230 sq m be provided in the Double Bay Town Centre within the next 5 years;
- A feasibility study be undertaken to determine options for the use of St Brigid's after relocation of library services into the new Double Bay Central Library and that the feasibility study consider the costs to bringing the facility up to standard for potential uses identified in the study as well as ongoing maintenance costs;
- A service point be retained in Paddington, preferably through a Joint Library Service Agreement with the City of Sydney, and that opportunities to modernize service delivery at the Paddington Library be investigated based on best practice models of service delivery, including self check technology, tailored collections to meet local needs, targeted programming, retail merchandising and theming of collections;
- The Watsons Bay Library be converted into a Community Lounge Room with collections tailored to the needs of local residents with an emphasis on younger children and recreational material for older residents;
- Consideration is being given to the relocation of the Watsons Bay Library to the nearby Watsons Bay Tea Gardens.

B. Recommendations to achieve key Service Delivery Outcomes:

Outcome 1: Community needs mapped

- Ongoing mechanisms to identify community needs for library services be put in place, including user non-user surveys every 5 years, annual focus groups with target groups, customer suggestions and exit and lapsed user surveys;
- The results of the 2007 user and non-user survey be further analysed to assist collection and program development;

Outcome 2: Service Delivery relevant and Efficient

- *Develop whole of life asset management approach for collection management:*
 - Profiles for collections be developed at the local level based on Library Management System data, Census data, and customer feedback;
 - Specifications for supply of collections be developed and tenders be called for collections;
 - Procurement of collections be aligned to best practice through full shelf-ready supply of material, standard specifications for supply and supplier aided selection;

- Opportunities to leverage better discounts and processing fees be maximised through participation in LGSA Collections Procurement or through consortia purchase with willing LGA partners;
 - The collection mix and in particular the level of non-fiction be reviewed based on turnover of collections and customer feedback;
 - The stack collection be reviewed based on clear criteria for transfer and deselection, and that closed access stock be eliminated as far as possible;
 - Lending collections be “floated” (i.e. remain at point of return) to better refresh collections;
 - A collection asset replacement strategy be developed identifying forward budget requirements to maintain the collection asset;
 - Opportunities to theme collections and use retail merchandising to display and promote collections be maximised.
 - The layout of the collections in the Double Bay Central Library be reviewed to identify opportunities for improvement in the short-term.
- ***Increase the online presence***
 - Online resources be investigated such as:
 - Your Tutor,
 - Downloadable media,
 - Online learning
 - Online membership
 - Collaborative interactive services such as *Go Ask Alice* and *Ask a Librarian*
 - Existing online resources further developed and promoted;
 - Information Literacy programs for the community be further developed and promoted;
 - Library staff be trained in Library 2.0 and its applications;
 - The Library website and virtual library be further developed;
 - The integrity of the Library database be improved through a concerted cleanup of the database;
 - The overall role and service delivery for community information provision be reviewed and the location of the management of the LINCS database be considered as part of this review.
 - ***Showcase the History and Heritage of Woollahra***
 - The profile of the Local Studies unit in the collection, preservation and sharing of local history and heritage be increased;

- The Local Studies unit provide Corporate Library services to Council and the valuable research role that the Library can undertake for Council in local studies and other areas be further promoted;
- A concerted effort be undertaken to increasing the amount of Local Studies content on the website;
- Opportunities for funding for the digitisation of Local Studies material and access through the website be identified and pursued;
- Opportunities to showcase local history and heritage in libraries and in the community be maximised, particularly through the use of digital technology;
- Opportunities to facilitate content creation at the local level using new medias be promoted and facilitated (for example, assisting local groups to develop online histories and developing blogs);
- Funding be identified to complete Local Studies projects identified in the Management Plan;
- Opportunities to maximise revenue for local history research be further explored through a clear user pays structure.
- ***Provide Services to Persons with Special Needs***
 - The cost/benefits of courier as opposed to (or in conjunction with) volunteer delivery services be examined and the most effective service delivery model for deliveries be identified and implemented;
 - Process improvements be undertaken in the Home Library Services area to include (but not be restricted to):
 - Digitisation and storage of all Home Library records to make records accessible to all staff, and the elimination of all paper records;
 - Decentralisation of the selection process to Double Bay Central Library and Paddington staff using Home Library profiles;
 - More strategic and service development role for Home Library Officer with a broader role in relation to service to special needs clients, particularly the aged and persons with a disability;
 - The need and options for adaptive technology for persons with special needs be further investigated;
 - Existing special needs services such as AudioRead be better promoted;
 - Opportunities to bus elderly clients into the new Double Bay Central Library and Paddington Library be explored with existing service providers such as Service Clubs and Retirement Homes with private buses, staff and facilities;
 - The community development role of the Home Library Service be further developed and strategies for greater social interaction of the aged and ways of reducing social isolation be identified, working closely with the Community Development team;

- A more efficient access model for community languages be put in place, whereby the existing small outdated and poorly used collection is discontinued and community language boxes are sourced from the State Library of NSW on demand.
- ***Support Information Needs of the Community***
 - A transition strategy to online content for selected reference material be developed in conjunction with the development of a virtual presence and the provision of an adequate number of PCs;
 - Inter-library loans functions be decentralized to all branches as per the Brisbane model;
 - The Bankstown Library decentralised / open holds reservations process be mapped and used by Woollahra Library, and that any labour freed up be re-allocated to front of house activities such as reader's advisory services.
- ***Provide Efficient Circulation Services***
 - A self-help migration strategy be developed with consideration given to an interim strategy using barcodes at Double Bay and Paddington branches with a long term view to the implementation of Radio Frequency Identification Technology (RFID) across the library service;
 - The desk at Double bay be redesigned with a view to the provision of 2 self-check units in the short-term;
 - Customer reserves and holds be placed on open access with the introduction of self-help facilities;
 - A targeted membership drive be undertaken with specific target groups;
 - Barriers to active membership be identified, including an analysis of the cost/benefit of fines in relation to usage.

Outcome 3: Programs focused on Community Learning and Engagement

- The Library continue its focus on lifelong learning and community engagement through outreach services and programming;
- The concept of the Learning Lounge and e-learning packages be incorporated in the new Double Bay Central Library;
- The option of using volunteers to support outreach and programming be further pursued;
- The children's community engagement program at Watsons Bay be further developed, including regular storytime programs (and other programs as identified) to cater to the needs of the younger population at Watsons Bay;
- Existing children's storytime programs be reviewed and age specific programmes such as Lapsit programs for the 3-5 years, school aged and young adults be introduced.

Outcome 4: Mutually Beneficial Partnerships

- Potential partners such as Holdsworth Community Centre & Services, local schools and other community and cultural networks be consulted and /or engaged in the planning and delivery of outreach programs;
- Consideration be given to shared opportunities for Library Management Systems with neighbouring LGAs when the system is due for replacement;
- Opportunities for consortia purchase of resources with other LGAs, including online content, collections, self-check technology and other resources be maximised for cost efficiencies;
- The role of the Library Friends be reviewed to achieve greater participation in Library activities and fundraising;
- Relationships be developed with Book Clubs and the Historical society to create greater participation in Library service delivery.

Outcome 5: The Library as a Community Hub

- Opening hours for all libraries be reviewed in consultation with the community, with consideration given to earlier opening hours and longer weekend hours, (particularly on Sundays), greater consistency of opening hours between service points, and the provision of additional hours at Paddington (preferably on a Wednesday morning) and Watsons Bay (preferably on a morning weekday);
- The importance of the inclusion of social spaces, including lounge areas and meeting rooms as well as adequate space to accommodate collections and technology and to facilitate learning be considered in the planning and design of the new Double Bay Central Library;
- Innovations such as Library dispensing kiosks, as used in the Pine Rivers *Pathways Library* in Queensland, be considered longer term in appropriate locations;
- Partnership opportunities to provide a café in the new Double Bay Central Library be explored with private providers, using the Castle Hill Library café as a model;
- Models for the provision of spaces to attract youth, such as the Library10 model in Helsinki be further investigated for potential application in the new Double Bay Central Library.

Outcome 6: Library Services highly Visible and Well-Used

- An integrated marketing plan and branding strategy be developed;
- A retail merchandising approach be adopted to better present and display library collections;
- Opportunities to engage local residents and groups in the library through displays and programs be maximised.

Outcome 7: Highly Skilled Staff focused on Common Outcomes

- A workforce plan be developed for the next five year period identifying levels and skills required;
- The staff training plan be further developed and opportunities to link in with training with other LGAs and State Library be maximised;
- An appropriate structure to enable strategy be developed and implemented with input from library staff.

Outcome 8: A Culture of Continuous Improvement

- Continue to refine serials processes and identify further efficiencies;
- Investigate the Brisbane City Library and Yarra Plenty Regional Library Service models for serials acquisitions;
- Update the database to provide an online catalogue of all serials and to provide information indicating that full text content is also available;
- Ensure that the donation policy for serials is rigidly enforced to ensure that content is relevant and that unnecessary processing and costs are not incurred;
- Process improvements such as the use of sms, phone and email for overdues be pursued and the overdue process streamlined;
- Review existing measures of performance to ensure measures are meaningful and provide effective evaluation of business performance;
- Maintain a watching brief on innovative practices in library service delivery and continually promote a culture of continuous improvement.

Outcome 9: Enabling Technology

- A technology plan be developed including strategies relating to:
 - The development and maintenance of the Library Management System;
 - The provision of adaptive technology and bookings software for the Internet;
- Provide an adequate number of PCs in each library based on existing standards and existing best practice as detailed in this Review;
- Develop the Library's online presence and access to databases be through an enhanced and interactive web site and increased access to downloadable data.

Next Steps:

Following the endorsement of Woollahra Library and Information Services Strategic Plan, a three year operational plan will be developed to ensure the effective implementation of the Strategic Plan. This Plan will highlight short, medium and long-term strategies and identify costings for all strategies. It must be noted that the implementation of many of these strategies is reliant on the recommended Library Service Delivery Model and a new Central Library.

The key strategies/recommendations of the Library Strategic Plan will also contribute to the development of Council's new Social Plan which is anticipated to be reported to Council for consideration in 2008. The Plan will also assist Library Staff in the preparation of Council's future Management Plans and budget process.

Conclusion:

The aim of The Way Forward: Woollahra Library and Information Services Strategic Plan has been to strategically position the Library Service to be the best it can be for the community it serves. The Strategic Plan has been developed based on strong community and staff consultation, essential research into Best Practice Principles and with a critical but sensitive review of current Library practice.

It has been a detailed process which has allowed for participation of both Library staff, key Council staff, Councillors as well as wide consultation with the Woollahra community. In closing, it is important to acknowledge and thank all Councillors, staff and community members who have contributed to the development of the Strategic Plan.

The Woollahra Library and Information Service Strategic Plan provides a future direction and a way forward for one of Woollahra Council's key community services. In order for these strategies to be implemented successfully it is imperative that the Woollahra community be provided with a new Central Library. Thus, it is recommended that Council pursue opportunities in Double Bay for a site for this library.

Vicki Munro
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Annexures:

- Annexure 1 The Way Forward: Woollahra Library and Information Services Strategic Plan by AEC Group – circulated under separate cover
- Annexure 2 The Way Forward: Woollahra Library and Information Services Strategic Plan, Community and Environment Committee 28 October 2007