IPSWICH LIBRARIES STRATEGY 2019-2024

IPSWICH CITY COUNCIL

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EXECUTIVE SUMMARY

INTRODUCTION

Libraries are one of the most actively used services provided by local councils, and in Ipswich attract over 660,000 visits per year. They are an essential part of a community's social fabric, equipping people with reading, information and technology skills making them more likely to become qualified, find work, lead healthier lives, engage in the political process and be socially connected.

Ipswich Libraries is therefore uniquely positioned to support and deliver on many of Council's key community goals and is currently reviewing its Strategy to provide clear direction for Ipswich City Council. This improved focus will support the prioritisation of resource allocation based on the future need and expectations of the Ipswich community and the additional demand that will be generated by the significant population growth that is anticipated to occur between 2019 and 2036.

Fit-for-purpose library facilities will be essential in providing the services necessary to deliver on the strategy. Despite the increase in the availability and use of electronic resources, the requirement for physical library space is stronger than ever, particularly for group learning, early childhood literacy sessions, quiet study and the continued popularity of the physical book.

The primary objectives of this Strategy are to:

- Objectively review the existing *Ipswich Library and Information Service Coping with Growth 2008-2026* document and provide an updated strategy document including all equivalent component parts of the original document.
- Investigate and present aligned benchmark information with supporting cost analysis.
- Provide options including advantages and disadvantages for a contemporary Operating Model, including likely operating cost impacts.
- Provide a facilities planning framework and timeline.
- Recommend an Operating Model.
- Develop an Implementation / Transition Plan based on the Operating Model recommendation.

The project outcomes are:

- A financially sustainable and community focused Library Service delivery model for Ipswich City Council.
- A facilities development framework and timeline that will support the preferred model into the future.
- An Implementation / Transition Plan based on the recommended Operating Model.

KEY FINDINGS

Facilities

Based on the projected population per library catchment shown in Table ES.1 and as each catchment represents its own significant geographic community within the Ipswich local government area, it is considered that the most appropriate operating and cost-effective model would be a distributed 'Signature Libraries' facilities model. Under this model, each facility would be of a similar significant size no smaller than 3,000m^2 and deliver core functional services to their geographic community, yet able to have their own 'look and feel' reflecting locality and community.

Table ES-1. Population Estimates by Catchment

Catchment	2017	2021	2026	2031	2036
CBD	89,110	94,012	104,689	116,028	129,949
Redbank	50,224	53,787	60,313	65,875	72,369
Springfield	49,586	57,267	77,116	98,956	123,733
Ripley	5,449	18,608	44,946	77,533	108,628
Rosewood	12,196	15,009	23,809	37,405	57,520

Source: 2017 ABS ERP

Each major community catchment would have access to service levels, similar to a traditional central library (opening hours, study space, rich collections, current technology, tailored program of events and amenities such as parents' room and coffee offer) but updated for current lifestyles thus attracting a wider audience and providing easier access.

Ipswich is in a strong position to develop well-located and appropriately-sized facilities for the expected population. Unlike Councils such as Brisbane and The Gold Coast, Ipswich has not inherited a large costly network of small buildings in disparate locations.

Current total floorspace (c.6,843m^2) does not meet the required minimum standards by 28.5% based on existing population numbers resulting in significantly lower library patronage. This under-provision will continue in future years as even with increased planned floorspace for Ripley (3,000 m^2) there is still a 36.3% shortfall of floorspace by 2021 and 78.2% shortfall by 2036 if no further expansion or replacement facilities are provided.

Library Resources

Key resources for the public are below the benchmark target such as stock levels (both electronic and physical) and internet-enabled personal computers for the public.

2017-18 library expenditure per capita per annum (excluding library materials) was reported as higher than the national average with the opening of Springfield being the main reason for this. However, in the five years leading up to 2017-18, expenditure on library services was lower than State and National Standards.

Historically, expenditure per capita on library materials has been well below the national minimum recommended spending and compared to peers. In 2017-18 the minimum spending target was reached for the first time with the opening of the Springfield Library.

Low levels of expenditure and available resources is resulting in low levels of service reach, participation and below average satisfaction as recorded in the recent user and non-user survey.

The most recent internal reporting of turnover is reported to be 4.12 per item which is close to the National Standard of 4.4 and is slightly lower than the Queensland standard turnover of 5. Ipswich also meets the National Standards for currency of stock with 60% of stock having been published in the last 5 years.

Membership

There are low levels of library use per capita in terms of membership, visits and lending (including e-resources) and customer satisfaction responses compared to the Queensland and National Standards. The 2018 survey received an unusually high volume of negative survey responses (compared to results from similar surveys).

The community values, and has a high appreciation, for library staff. By ensuring more self-service activity is undertaken, staff can be released for more customer contact, high-value work such as membership induction, enquiries, running programs and technology support.

There is an opportunity for Council to leverage the Library Service's significant online usership by locating Ipswich Libraries on Council's front Web page.

FUTURE STRATEGY

This strategy focuses on what matters for the Ipswich community and clearly communicates where Ipswich Libraries will focus its energy and resources in the next five years.

The Strategy will be based on a strong platform of reinvented library functions and leading practice, drive innovation and provide the services, spaces and resources that suit the emerging needs of citizens.

The positive outcomes for Ipswich will include learning, employability, well-being, community building and pride in the place and its heritage.

At the centre are four Strategic Programs and six strategic enablers to ensure the successful deployment and maximisation of the services provided by Ipswich Libraries resulting in boosted participation and satisfaction.

Strategic Program One – Connecting Ipswich

We will focus on:

- Advocating and planning for the staged development of Signature Libraries each functioning equally as a major facility and economic/ community anchor for the locality.
- Channelling staff resources and energies into a membership drive, particularly for new residents and young families.
- Developing and innovating spaces that are our unique selling points, proudly Ipswich and that contribute to Council goals.
- Co-design of services and programs with community members that align to Council's priorities.
- Developing coaching opportunities for the community and partners to develop local content, garner stories and images and build skills in the process with a focus on inter-generational projects.

Strategic Program Two – Life Long Learning

We will focus on:

- Positioning the library as the one-stop for information and discovery to enable individuals to participate fully in our fast-changing world.
- Developing life-long reading and literacy as a fundamental library role and provide the community with the motivation and opportunities to participate, learn and grow.
- Providing opportunities to develop key skills around life, creativity, well-being and work to better prepare for the Region's future.

Strategic Program Three – Product Leadership

We will focus on:

- Seeking out alliances to develop and deliver innovative library products that increase participation, usage and measurable community outcomes for learning, well-being and community building.

Strategic Program Four – Access Your Way

We will focus on:

- Enhancing and extending online services and resources and provide engaging interactive events to grow community use and participation online.
- Creating innovative ways to extend access at times and in ways that our changing community wants.
- Removing barriers to use to boost participation.

Program Enabler One – Signature Libraries

We will focus on:

- Committed advocacy for adequate spaces and 24/7 access points for the community by growing alliances across Council.
- Dedicating staff resources into the delivery of the Signature Library network through alliances and advocacy.
- Developing and seeking Council endorsement and funding for a detailed facility plan to reach minimum standards for the range of activities taking place in contemporary library buildings. The plan needs to include services such as the digital library, collection pods and other complementary library options.
- Transitioning away from the Central Library model to the more cost-effective Signature Library model (the distributed network of major facilities in key emerging Ipswich localities).
- Innovate heritage services and resource provision to create an engaging, exciting and prominent presence for Ipswich stories and images woven throughout the library experience.
- Reengineering work practices to release staff and resources, and extend services, opening hours and customer contact.

Program Enabler Two – Developing a Valued Team of Stars

We will focus on:

- Developing a Workforce Plan that addresses succession planning and develops emerging leaders to drive the strategy and its projects.
- Providing enhanced coaching and development opportunities that provide staff with the confidence to handle technical and other service queries.
- Aligning staffing structure and focus around strategy delivery.
- Ensuring accountability is clearly defined and reported on through budget and performance reviews.

Program Enabler Three – Life Long Learning and Partnerships

We will focus on:

- Young families by upskilling them for work and well-being.
- Coaching and enabling through intergenerational, inter-agency and content-creation initiatives.
- Forging further relationships with educational institutions to engage the community in citizen science, in University research talks and to lever off the educational organisations' outreach initiatives, skills and resources.
- Updating the review of session outcomes to refine the calendar of events and grow participation.

Program Enabler Four – The Engine-Room of Technology and Resources

We will focus on:

- Developing a whole-of-life asset plan for collections/ content to grow key areas of stock and technology, to reduce spending in declining categories and to identify funding needs over the following five years.
- Optimising current stock by further streamlining work practices to release stock currently in storage areas such as trialling automatic unlimited loans for stock categories in good supply and reviewing floating and rotation practices and simplifying the backroom work/ materials handling around the Marketplace.
- Developing a business case for increased collections budget to rectify historic underfunding.

- Investigating eBook innovation with suppliers (see Auckland), partnerships and increased collaborative purchasing.
- Optimising the RFID take up to a level of 90% smooth, error-free transactions assisted by our most customer-oriented team members.
- Improving discoverability by curating eCollections for the online catalogue to hide material that is unavailable and package topical resources of local interest.

Program Enabler Five – Membership Services

We will:

- Initiate a targeted and sustained campaign to focus on membership growth and customer retention/ satisfaction.
- Every Child A Member campaign spearheaded by local celebrity (sports person or TV) or new Council Leader.
- Reengineer enrolment processes to account for personal choice for those who need a personal induction in addition to the self-service/online option.

Program Enabler Six - Corporate Citizenship

We will:

- Develop further strategic alliances and improve advocacy across Council working through key managers and senior team members.
- Improve the transparency of decision-making by socialising our strategic plans (Facilities, Collections, ICT, Workforce) with key decision-makers and seeking the plans' endorsement and resourcing.
- Further align our initiatives with Council priorities and communicate their impact more widely.
- Develop stronger relationships and collaborations with a broader range of partners to deliver on priority initiatives.

IMPLEMENTATION AND MONITORING

Table ES.2 highlights the overall projected costs of the library service based on the recommendations contained in the strategy and have been calculated using National Standard benchmark targets and projected population forecasts. These estimates reflect the minimum investment needed and will require adjustment if future population levels differ or if technology formats or needs change significantly.

Table ES-2. Library Expenditure Forecasts

2021	2026
• Minimum number of total staff 78.9FTE • Minimum number of qualified staff 23.9FTE • Minimum operational budget (excluding collection) $9.7million • Minimum collections budget $1.3million	• Minimum number of total staff 102.6FTE • Minimum number of qualified staff 31.0FTE • Minimum operational budget (excluding collection) $12.3million • Minimum collections budget $1.8million

Source: AEC

The Strategy 2019-2024 is an ambitious yet achievable strategy. Its focus is outward to the community, firmly based on the needs of the region and building on developments and the nationally-recognised innovation to date.

Developing the strategy is only the first step to boosting improvement and achieving goals. The execution of the strategy will depend on several success factors:

- Embedding the strategy actions into each year's Operational Plan and scorecard.
- Identifying an accountable person to advocate and drive the facilities planning and its implementation.

- Developing and implementing a clear Communication Plan for this strategy to accrue advocates and maintain momentum.
- Resourcing the time needed to ensure plans progress and succeed
- Providing regular reports to the community, Council, managers and staff to manage expectation, reduce the risk of strategy slippage and to maintain engagement in the strategy.

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1. INTRODUCTION

1.1 BACKGROUND

Libraries are one of the most actively used services provided by local councils, and in Ipswich attract over 660,000 visits per year.

They are an essential part of a community's social fabric, equipping people with reading, information and technology skills making them more likely to become qualified, find work, lead healthier lives, engage in the political process and be socially connected.

Ipswich Libraries is therefore uniquely positioned to support and deliver on Council's key community goals and is currently reviewing its Strategy to provide clear direction and focus for Ipswich City Council. The strategy aims to support the prioritisation of resource allocation based on the future need and expectations of the Ipswich community and to meet the additional demand from the significant population growth anticipated to occur between 2019 and 2036.

Despite the increase in the availability and use of electronic resources, the requirement for physical library space is stronger than ever, particularly for group learning, early childhood literacy sessions, quiet study and the continued popularity of the physical book.

Fit-for-purpose library facilities will be essential in providing the infrastructure necessary to deliver on the strategy.

1.2 PURPOSE

The primary objectives of this Strategy are to:

- Objectively review the existing *Ipswich Library and Information Service Coping with Growth 2008-2026* document and provide an updated strategy including all equivalent component parts of the original.
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1.3 APPROACH

The Strategic review provides information about library sector trends, the Ipswich community and how the library service is currently performing. It then assesses the suitability of the current and planned resources and services with a focus on built facilities and the opportunities for the library service culminating in a suggested strategic framework that outlines key themes and activities.

In this review, professionally-developed national and state standards and benchmarks, including facilities standards, have been used to identify opportunities for service provision. This approach aims to reduce the risk of services being out of step with the Ipswich community into the future.

The approach also involved peer-comparison with similar Councils, primarily examining performance information. The following councils were included in the comparison:

- Gold Coast City Council.
- Moreton Bay Regional Council.
- Redland City Council.
- Sunshine Coast Regional Council.
- Toowoomba Regional Council.
- Townsville City Council.

In drafting the Strategy, significant consultation was undertaken with library members and non-members, library and Council staff and community leaders, in person, and through a community survey conducted face to face and online.

The consultation process involved:

- Utilising the annual customer satisfaction survey to elicit feedback from both members and non-members of the library service.
- Face-to-face feedback with key internal stakeholders.
- Discussions with the State Library of Queensland on key trends and initiatives.

2. STRATEGIC AND COMMUNITY VALUE

2.1 INTRODUCTION

The Ipswich Libraries Service provides a valuable and well utilised service to the Ipswich community. As the community continues to grow over the next 5 to 10 years, it is vital that the library service is in step with the significant increase in demand for both facilities provided and services offered.

This Strategic review provides the evidence and direction required to meet these challenges.

2.2 TRANSITION TO THE KNOWLEDGE ECONOMY

Library services are moving from the traditional centralised library model of the 'Information Age', to models ready for the emerging 'Knowledge Economy'. Table 2-1 illustrates the general principles behind this transition.

Table 2-1. The Evolution of Public Libraries

From Library in the 20th Century for the Information Age	To A Contemporary Library for the Knowledge Society	What could this look like?
Bringing the world's information to the community	Bringing the world to Ipswich and pushing Ipswich's information out to the world	Ipswich Heritage images and library podcasts engaging with national and global audience
Expert in finding the right piece of information	Expert in curating and putting content in context	Curated bookshelves of ebooks – fresh, local and topical
Platform for searching and finding	Platform for creating and innovating	Providing learning experiences and technology to support entrepreneurialism
Physical media and text dominate	Digital and multimedia emerge and dominate	Print books will remain for the life of this plan but digital could increase to >20% of loans
Purchasing, cataloguing, lending and moving physical collections	Facilitating access to digital and physical content	Increased digital collection by 50% over 5 years
Collecting and preserving local heritage material	Facilitating content creation and sharing content for re-use	100% increase in local heritage content by community and partners
Consuming knowledge	Creating knowledge	Citizen science, geotagging to create new Ipswich information
Standalone library, only rows of shelves. Central library servicing small satellite branches	Multi-purpose facility, co-located with aligned organisations A place for engagement with resources and people	Combined library, fitness centre, childcare centre and park for example 4-5 significant libraries, no 'central library'- all equal
Libraries working within Council boundaries	Universal membership across State and Nation	One library card for Queensland, one collection, one inventory system
Services developed around the customer	Services developed with the customer	Customer involvement in selecting materials and programs
Librarians as gate-keepers and protectors	Librarians as enablers and coaches	Formalise partnerships with universities and institutes to deliver programs and events
Physical spaces	Physical, virtual, pop-ups and mobile	Providing apps for the community to meet and swap personal books to complement Council library stock.

From **Library in the 20th Century for the Information Age**	**To** **A Contemporary Library for the Knowledge Society**	**What could this look like?**
Libraries as hushed spaces pre-1980s and then buzzing activity spaces	Quiet sanctuary spaces separate from activity areas.	Each library providing a distinct sanctuary. The 'community living room' for Ipswich
Utilitarian,beige, functional fit-out becoming down-at-heel, slow internet access, dated software.	Aspirational but robust furnishing and equipment - maintained and updated.	Iconic Eames executive chairs, leather couches – timeless
Focused on helping the unemployed and retired	Additional focus on supporting the young, entrepreneurs and start-ups.	Family areas with stroller parking, baby-feeding stations Innovation stations linked to State Library or University entrepreneur services
Library services inward-looking	Libraries as Council's shop window, providing information and interactive events as a catalyst for community change	Library managers located in Council main building to build alliances and strategic programs

Source: Public Libraries of New Zealand, A Strategic Framework 2012-2017

2.3 LEARNING AND LITERACY AT THE CORE

Ipswich Libraries continue to focus on literacy as a foundation skill to allow people to thrive socially, economically and gain access to work. This focus is reflected nationally and internationally, aiming to reduce the risks from low literacy levels that often result in social isolation, drug-use, unemployment and crime that have flow-on impacts on the community (and to Council) in terms of cost and anti-social behaviour. Conversely, community members with good literacy skills are more likely to vote, smoke less, drink less, have better mental health, be better skilled and create a more flexible workforce.[1]

Additionally, in this rapidly advancing technological age, literacy is an 'essential precursors to digital literacy'[2] and also for digital engagement[3]. As services such as banking, health, retail, education and communication become available only in digital format, there is a risk that that many in the Ipswich community could be left behind, isolated and at risk of losing their role in and contribution to society.

Simply by improving literacy, the likelihood of individuals being reliant on state benefits reduces from 19% to 6% and increases the chances of being able to use a computer at work from 48% to 65%.[4]

Ipswich libraries aim to continue developing its role in providing access to basic technology (internet access, eResources, PCs, laptops, scanners and tuition). Those in employment with competent literacy levels may easily overlook those who do not have access to these basics. Just as importantly, providing these resources in a safe, non-threatening space with skilled staff to grow community confidence in the technological world and prevent digital exclusion

2.4 SPACES AND CONNECTION

From a facilities perspective, Ipswich libraries are a key meeting place for the community, strengthening social networks and provide safe places to meet, access services and be welcome no matter what the user's background.

Globally and nationally, 'Destination' or 'Signature' library buildings are becoming more prevalent. These are larger library buildings which are in many cases co-located with other services, attractions and retail to create a hub or destination. Libraries are viewed as important catalysts for urban regeneration, place making, showcasing

[1] The Economic & Social Cost of Illiteracy, World Literacy Foundation, 2012

[2] ALIA Australian libraries: the digital economy within everyone's reach, 2017 p10

[3] National Literacy Trust. Literacy Changes Lives, 2008

[4] National Literacy Trust, Literacy Changes Lives, 2008

technology and providing valuable foot-fall for neighbouring businesses. Councils are aggregating planned facilities alongside libraries to realise cashable savings and other efficiencies. Several case studies on this style of library facility can be seen at Appendix B.

Libraries are designed as neutral places for people to share in robust debate, discuss opinions and learn new perspectives. Ipswich libraries reach out to all groups, including business and community groups to provide spaces to access resources, learn or create. Equipment such as 3D printers and emerging technology are available to allow groups and individuals to push their entrepreneurial and creative boundaries or develop work and life skills.

Libraries also play a key role in connecting the community to key Council initiatives, developing and supporting programs around locally-important issues and providing professional information services.

It is therefore important that larger, contemporary library facilities provide distinct meeting spaces, quiet spaces, creative spaces and present a vibrant place where people want to be, in addition to providing the still-popular lending stock.

2.5 ECONOMIC VALUE

Research on behalf of the State Government of Queensland has identified that the economic benefit for every dollar invested in libraries returns between $3.10 to $5.00 conservatively to the regional economy[5] in the form of library members spending on travelling to and from libraries, retail shopping and purchasing food and drink. For Ipswich, this equates to between $30.9M and $49.8M per annum.

The same report also noted that through sharing community library resources, every library member saves on average $345 per year on services that they would otherwise have to pay for, such as lending materials, online services, Wi-Fi and newspapers.

The 2018 Ipswich Libraries community survey pointed to the high value people place on library services with over 92% reporting that borrowing books, DVDs and music were important/very important even if they didn't use the service. Moreover, over 73% reported digital services and collections as important/very important, again, even if they didn't use them.

[5] The Library Dividend summary report A guide to the socio-economic value of Queensland's public libraries September 2012

3. THE IPSWICH COMMUNITY

3.1 INTRODUCTION

The key goal of the library service is to provide resources and services to Ipswich's unique communities and meet their reading, learning and social needs. A solid understanding of the community's socio-demographic and socio-economic profile is essential to ensuring that the Ipswich library services deliver on local needs. The following summary provides information on the make-up of the Ipswich community with detailed analysis available at Appendix A. The box below captures the key implications for the Library Strategy identified following the socio-demographic and economic profiling.

Implications & Strategic Insights – Ipswich Social Profiling

- When designing future services and programs the library service will need to take account of the higher proportion of younger adults and children aged 0-4 in the community.
- Currently, many of the working age population are in lower-paid industries, working a range of hours rather than typical 9-5 Monday to Friday so flexible options for opening times may be needed.
- As employment moves away from traditional industries such as manufacturing, new skills will be required and future programs and partnerships will need to respond accordingly.
- Currently a higher proportion than average have a lower educational attainment than the State average which may disadvantage people seeking employment in the emerging economies or exclude them from digital services.

3.2 POPULATION

Population projections from the Queensland government suggest that Ipswich will grow to 492,028 persons by 2036, and will exhibit strong annual growth over this period, averaging 4.7% per year.

This level of growth is higher than Ipswich has experienced between 2007 and 2017, where population increased from 148,133 people in 2007, to 206,467 in 2017, averaging 3.4% per year.

Of the SA2s[6] comprising the Ipswich local government area (LGA), Ripley is projected to see the greatest growth, with an average annual growth of 17.1% and population reaching 108,628 people by 2036. This is due to the development of a master-planned community, planning for 120,000 population to live there (Ecco Ripley, 2018). Rosewood is also projected to see large population growth, with an average annual growth of 8.6%, as well as Springfield lakes, with an expected average annual growth of 6.2%.

Table 3-1. Projected Population Growth

Catchment	2017	2021	2026	2031	2036
CBD	89,110	94,012	104,689	116,028	129,949
Redbank	50,224	53,787	60,313	65,875	72,369
Springfield	49,586	57,267	77,116	98,956	123,733
Ripley	5,449	18,608	44,946	77,533	108,628
Rosewood	12,196	15,009	23,809	37,405	57,520

Source: AEC

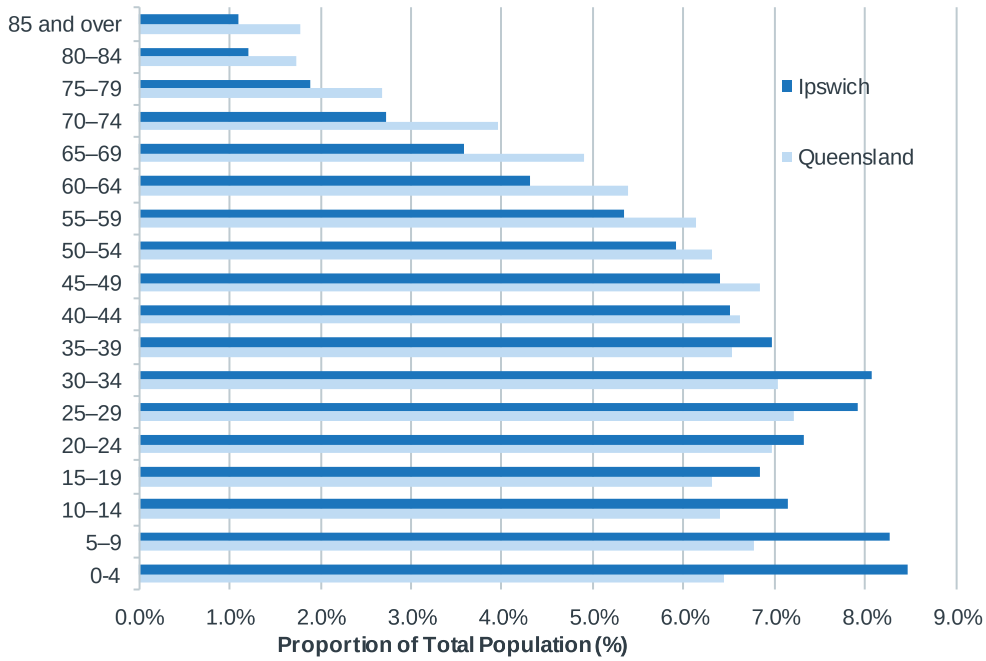
[6] Statistical areas based around suburbs

In 2016, Ipswich had a slightly higher indigenous representation to Queensland comprising 4.6% of the total population, in comparison to 4.2% in Queensland (ABS, 2017b).

3.3 AGE PROFILE

Ipswich has a much younger population distribution than Queensland, with an average age of 34 years, whilst Queensland has an average age of 37.9 years. The largest age group in Ipswich is 0-4 years old, comprising 8.5% of the population. In Queensland, the largest age group is 25-29 years old, comprising 7.2% of the population. Families with young children are more likely to utilise library facilities and services, therefore this presents a challenge for the future if the same, or even younger, age profile continues or intensifies.

Figure A.1 Population by Age, 2017



Source: ABS (2018a).

3.4 EDUCATION LEVELS

The education levels in Ipswich show 51.2% of people over 15 completed year 12 which is lower than the State average of 55.5%. A higher number of people left school with no qualifications (48.8%) compared to the State average of 44.5%

The distribution of non-school qualifications is similar in Ipswich and Queensland. Excluding no qualification, certificate level was the most common form of qualification for both Ipswich and Queensland, comprising 22.8% and 21.0% of the population, respectively. Persons with a Bachelor level qualification had the largest discrepancy between Ipswich and Queensland, with 8.2% of Ipswich having a Bachelor level qualification, whilst 12.8% of Queensland had a Bachelor level qualification.

3.5 ECONOMY

Ipswich recorded strong economic growth between 2006-07 and 2016-17, with an average growth rate of 3.7% per annum, reaching a Gross Regional Product (GRP) of $9.7 billion in 2016-17. Comparatively, growth in Queensland averaged consistently lower, at approximately 2.4% per annum over the same period, albeit following similar trends. Since its peak in 2011-12, Ipswich has exhibited slowing growth, with most recent annual growth of 2.0%. This slowing was likely due to declines in the industries of manufacturing and construction. The significant reduction in State government spending on public sector building and construction is also likely to have contributed to the decline in these industries (Master Builders Queensland, 2018).

Prominent industries in Ipswich are public administration and safety, manufacturing, health care and social assistance and construction. Ownership of dwellings is a significant sector for both Ipswich and Queensland, contributing 9.9% and 8.2%, respectively, to GVA in 2016-17.

The labour force in Ipswich has grown over time, with an average annual growth of 2.4% between June 2006 and June 2018, reaching approximately 108,000 in June 2018. This growth is higher than that of Queensland, which had an average annual growth of 1.9%.

Health care and social assistance was the highest employing industry in 2016, employing 14.7% of people working in Ipswich. Manufacturing and retail trade were other high employing industries, employing 12.1% and 11.4%, respectively, of people working in Ipswich.

The Ipswich unemployment rate has been volatile between June 2006 and June 2018, and typically higher than that of Queensland. Unemployment in Ipswich peaked in September 2014, with an unemployment rate of 9.6%. There has been a recent upward trend in unemployment since June 2012, largely led by high youth unemployment. During the peak period of unemployment in 2014, Ipswich was labelled as one of the hardest places in Australia to secure a job for 15 to 24-year old’s (Moore, 2014).

4. OVERVIEW OF CURRENT SERVICE

4.1 INTRODUCTION

The library service is one of Council's most widely used community, educational and cultural services. It provides libraries in:

- Ipswich Central Library (formerly known as Ipswich Global Information Link)
- Springfield Central
- Redbank Plaza
- Redbank Plains
- The mobile library service for outlying areas

In addition to the physical libraries, digital services are provided in the form of eBooks, digital images, research articles, documentaries and movies which are accessible 24 hours a day, 7 days a week. Many of these resources are member-only resources paid for by the library service.

According to recent surveys, the key services that are very important to respondents are borrowing books, accessing digital products and services and personal service. With the opening of Springfield in August 2018 total loans grew to 810,082 in the 2018 calendar year from 787,184 in the previous financial year.

1,243 learning events and programs were provided however this number has remained static over the past five years and despite an upward trend, attendance has been comparatively lower than that of peers (Figure 4.2). Feedback from library members in the 2018 survey indicates that limited space is an issue.

The library service is funded through general rates, supplemented with a State Government per capita grant, mainly aimed at purchasing collection materials. In 2017/18, Ipswich Council Library Service had a reported annual operating budget of $9,969,631 and currently employ 90 staff (70 full-time equivalent employees).

Implications & Strategic Insights

- Ipswich is in a strong position to develop well-located and appropriately-sized facilities having close to a blank slate on which to plan for the population boom. Unlike Councils such as Brisbane and the Gold Coast, Ipswich has not inherited a large network of small buildings in disparate secluded locations.
- A continued focus on resource allocation will be needed to further target areas of highest need and reduce spending in categories where demand is reducing. The team has been well-focussed on this to date.
- Innovative purchasing mechanisms will need to continue to be explored to minimise staff handling and rework.
- Consideration needs to be given to how funding for the library service can be increased.
- Low stock levels due to historic funding and technical issues with eBooks have until recently limited community participation and impacted library performance. With the recent upgrade in technology to create the Virtual Marketplace Library, a significant reinvestment is now required to boost the digital stock.
- The community values and has a high appreciation for staff. By ensuring more self-service activity is undertaken, staff can be released for more customer contact, high-value work such as membership induction, enquiries, running programs and technology support.
- There is an opportunity for Council to lever off the Library Service's online usership by locating Ipswich Libraries on Council's front Web page.

4.2 COMPARATIVE DATA

In the following sections, Ipswich Libraries service provision and participation levels are compared with key National and State benchmark targets. It should be emphasised that all datasets should be considered overall to provide a more holistic picture of performance. Despite data quality issues across most organisations, universal trends can be identified and are statistically valid for benchmarking purposes and used to identify ‘red flags’ for further investigation and identification of mitigation strategies.

The latest figures released for each Australian State (2015/16 NSLA) demonstrate general trends in line with Queensland’s averages. For example, for items loaned per capita per annum the National Australian average is 6.85, in comparison each State ranged from 5.46 to 8.88 (a notable exception being the NT at 3.31), with Queensland sitting at 7.45. Ipswich for that year had 5.19 loans per capita National Standards

The National Guidelines, Standards and Outcome Measures for Australian Public Libraries suggests key minimum standards based on benchmarked averages and provide key insights into libraries:

- Service Provision
- Service Reach
- Service Participation and Use.

Table 4-1 provides a comparison of the 2017-18 results for Ipswich Libraries against these standards. The figures indicate that:

- Key resources for the public are below the benchmark target such as stock levels (both electronic and physical) and internet-enabled personal computers for the public.
- 2017-18 library expenditure per capita per annum (excluding library materials) was reported as higher than the national average with the opening of Springfield being the main reason for this. However, in the 5 years leading up to 2017-18, general expenditure on library services was lower than State and National Standard.
- More specifically, *library material expenditure* per capita has been well below the national minimum recommended spending for many years. In 2017-18 the minimum spending target was reached with the opening of the Springfield Library.
- Low levels of expenditure and available resources is the most likely reason for lower than average levels of service reach, participation and satisfaction. 88.1% of library survey respondents reported being very satisfied or satisfied with library services compared to a national Standard of 95%. However, this result compares well with the Ipswich Council’s 2018 Pulse survey where 49%[7] of respondents reported as being very satisfied or satisfied.
- Rather than focussing on this one indicator, it is important to look at the whole set in the tables below. Once new libraries and innovative layouts have been in place, the satisfaction rate is likely to rise. However continuous improvement to of the survey approach and continuing engagement with the community using focus groups and qualitative feedback forms at events will provide more confidence in the data and will no doubt reflect the improvements the team have made to the user experience.
- The library stock has a reported annual turnover of 4,12 loans per annum for each item which is y lower than the standard, and stock levels are lower than recommended but improving gradually. Positively, the library stock contains an average proportion of books published in the last 5 years (60%).
- There are lower than average levels of library use in terms of membership, visits and lending (including e-resources) and customer satisfaction and although they are beginning to trend upwards, will require significant focus for the life of this strategy.

[7] Pulse Survey, ICC December 2018

Table 4-1. National Public Library Standard Benchmarking

Standard	A. Service Provision	National Base	Ipswich 2017-18	Variance	*Ipswich Jan 18 to Dec 18 Including Springfield[8]
1	Library spending per capita per annum (excluding library stock)	$40.36	$43.62	+9%	Includes Springfield expenses $164k
2	Number of staff (Full Time Equivalent /10,000 population)	3.3	3.3	0%	3.25
3	Number of qualified staff (Full Time Equivalent /10,000 population)	1.0	1.6	+60%	1.59
4	Library materials expenditure per capita per annum	$5.65	$6.58	+16.5%	Includes cost of Springfield stock 870k
5	Collection items per capita	1.7	1.21	-29%	1.29 (-24%)
6	Collection Age (% published in last 5 years)	60%	60%	0%	-
7	Internet enabled public computers per 10,000 population	5	1.7	-66%	2.7 (-46%)
Standard	**B. Service Reach**	**National**	**Ipswich 2017-18**	**Variance**	
8	% of eligible population who are library members	44%	18.0%	-59%	18.5% (-57%)
Standard	**C. Service Participation & Use**	**National**	**Ipswich 2017-18**	**Variance**	
9	Customer visits (physical) to libraries per capita per annum	4.8	3	-37.5%	3.08 (-36%)
10	Visits to the library website per capita per annum	Not yet available	1	Not yet available	-
11	Loans per capita per annum	7.3	4.92	-32%	3.76 (-48%)
12	Turnover – number of loans per item per annum	4.4	3.58	-19%	4.12 (-6%)
13	Program attendance per capita per annum	No comparison yet available			
14	Total internet downloads per capita per annum				
15	Customer satisfaction (% of customers who rate service as very good or good)	95%	88.10	-7.26	-

Source: Australian Public Libraries, State Library of Queensland Statistical Bulletin 2017/18 (draft) and Ipswich Libraries Customer Survey 2017.
* Column contains information provided by Ipswich Libraries based on figures extrapolated from the opening 5 months of Springfield (August-Dec 2018).

[8] 2018 data supplied by Ipswich Libraries. 2017-18 data has been sourced from State Library of Queensland Statistical Bulleting (draft)

4.3 QUEENSLAND STANDARDS

Table 4-2 shows the Queensland Benchmark Targets (which are less stringent than the National Benchmark Targets) and the most recently available averages for the State (2016-17). The figures indicate that:

- Whilst Council's financial contribution has increased, previous budget limitations have impacted on public access to resources and services and are reflected in the low participation rates.
- The collections expenditure has met the Queensland average for the first time in five years. Aiming to improve the currency and popularity of stock will continue to be a primary focus over the next five years in order to make up for the historic shortfall.
- Despite the increase in collections funding, the inventory size for physical and e-resources is still below standard and has been hampered in recent years by historic funding and a lack of both public floorspace for display. The Virtual Library launched in 2019 will provide significant improvement to access and the planned library spaces will go some way to increasing participation. However, the facilities needs analysis later in this document points to a paucity of adequate space over and above the additional space planned for future facilities such as Ipswich Central and Rosewood.
- The high loans per member is likely to be a result of the innovative curation and presentation of stock within the limited available space.
- Membership is significantly lower than State or National levels. Active Membership does not include all those people who attend programs or visit the library to use technology, yet this does not account for the considerable discrepancy. Facilities are being used to their full capacity which limits membership growth. The lack of the ability to join/borrow online has been a past impediment and the team is making great inroads in addressing these issues along with the removal of other membership barriers such as fees/fines.

Table 4-2. Ipswich Libraries Compared to Queensland Benchmark Targets

Description	Queensland Baseline Standard	Ipswich 2017-18	*Ipswich Jan 18 to Dec 18 Including Springfield	QLD Average 2017-2018*
Local Govt contribution p.c.	-	$46.30	-	$45.79
Spend on Collections p.c.	-	$6.58	-	$6.36
Collection size items p.c.	1.5-2	1.21	1.29	1.47
Acquisition rate items p.c. p.a.	0.2	0.22	-	0.2
Withdrawal rate p.c. p.a.	0.125	0.07	-	0.21
Loans per item/turnover p.a.	5	3.28	3.58	5.22
Loans per capita p.a.	-	3.96	3.76	7.53
Loans per member p.a.	-	22.03	20.33	7.53
Membership as % of popn	-	18%	18.50%	42%
Physical visits p.c.	-	3.00	3.08	4.57
Program attendance p.c.	-	0.18	-	0.34
Web visits	Not yet available	189,463	-	Not yet available
PC's per 10,000 population	4	2.92	4.32	5.75

Source: SLQ Statistical Bulletin Draft 2017-18.
* Column contains information provided by Ipswich Libraries based on figures extrapolated from the opening 5 months of Springfield (August-Dec 2018).

4.4 SPACES AND ACCESS

A lack of adequate public space across Ipswich Libraries is the main risk both currently and into the future. The provision of library buildings is crucial not only to provide appropriate services and spaces, but also to provide an anchor and destination for the Ipswich community and visitors. The impact of the digital world on libraries has so far not resulted in libraries requiring less space but much more, to provide:

- Distinct areas for learning events.
- Quiet study areas.
- Interactive family spaces for learning and creativity with adequate provision for access and storage for prams.
- Welcoming areas specifically designed for indigenous and other key target groups.
- Adequate space for thoughtfully presented physical collections (mainly printed books) as their popularity continues.

It is crucial to note that these additional areas must not come at the cost of adequate space to house physical collections. Recent innovations at Ipswich Libraries such as the Marketplace and the use of striking signage has resulted in better use of the collections. Ipswich's libraries can be enhanced to further reflect their unique locale its stories, utilising various materials evocative of the locale in the medium of the buildings. Logan City libraries have made a particular success of creating welcoming places for indigenous groups, with local language on the doors, our three flags and talking circles. This has been so successful that elders are regularly meeting there.

The State Library of Queensland's (SLQ) Building Standard recommends the following base floor areas for a population catchment *as a minimum* and is based on average floorspaces in Queensland and other States. Onto this base is then added facilities such as meeting rooms, study areas, story spaces, makerspaces, cafes, heritage rooms and technology areas.

Table 4-3. Queensland Building Standards Minimum Floorspace

Catchment population	Base floorspace m2
35,000	1,502
40,000	1,716
45,000	1,832
50,000	2,035
60,000	2,376
70,000	2,772
80,000	3,168
90,000	3,465
100,000	3,850
110,000	4,235
120,000	4,620
130,000	5,005

Source: SLQ

Based on future population projections, base floorspace would be calculated pro rata and then increased depending on the facilities (meeting rooms, study areas etc.) required for each site.

These Queensland Building Guidelines also recommend the use of 'People Places' tools and standards for floorspace to make robust and rational decisions for library development. Table 4-4 shows the required minimum floorspace against this standard and how Ipswich facilities compare.

The Guidelines focus on this standard as the new model for library provision incorporating the integration of contemporary technology and specialist zones into library functions and design. As such, it is not just a question of whether a library service complies on floorspace alone, but whether buildings provide facilities relevant and fit for purpose for current and future generations of library users.

Due to Ipswich' libraries unique current situation of not inheriting a large network on small, inadequate branches there is a timely opportunity to use this standard to base future library facility developments on and help future-proof library network development.

The floorspace standard is a minimum recommendation and the range of planning tools it offers should be considered including population-based, service-based and the location matrix floorspace calculators. In NSW, the use of this standard is directly linked to State grant funding for new library buildings, which is something that SLQ are reviewing for consideration in the future.

The national trend is to build multi-functional, co-located libraries in areas of increased urbanisation and high/ mid density living. This trend is also expanding in Queensland through the Community Hubs and Partnerships (CHaPs) initiative that began in 2014 (see examples in Appendix B). Owing to a history of low levels of library buildings funding throughout Queensland, many libraries are not yet meeting the Standard, but most have Facilities Plans that aim to provide significantly larger library facilities, particularly those in areas of high growth such as the Sunshine Coast.

The strategic recommendations for library facilities in Ipswich are therefore focused on looking ahead using a contemporary industry-developed standard rather than a comparison of current available floorspace with peers.

Table 4-4. Assessment of Required Floorspace Over Time based on People Places Service-Based Tool

Location	Existing M² 2019	Industry Minimum Standard 2019	Planned M² 2021	Industry Minimum Standard 2021	Planned M² 2036	Industry Standard 2036
Ipswich Central	2,600	3,520	3,500	3,770	3,500	5,000
Springfield	2,000	2,080	2,000	2,430	2,000	4,500
Ripley[(b)]	-	370	-	1,300	3,000	4,000
Redbank Plaza[(c)]	415	-	415	-	415	-
Redbank Plains[(c)]	850	-	850	-	850	-
Redbank[(c)]	-	2,110	-	2,280	-	3,000
Rosewood	978	840	978	1,050	978	3,000
TOTAL	**6,843**	**8,920**	**7,743**	**10,830**	**10,743**	**19,500**

Source: AEC

Current total floorspace across Ipswich (c.6,843m²) does not meet the required minimum standards (-23.3%) based on existing population numbers and is resulting to significantly lower library patronage. This under provision will continue in future years under the current planned scenario. Even with increased planned floorspace for Ripley (3,000 m²) there is still a 28.5% shortfall of floorspace by 2021 and 44.9% shortfall by 2036 if no further expansion or replacement facilities are provided.

Additionally, it should be noted that library membership levels at Ipswich libraries are low (around 18%) compared to similar councils in Queensland and nationally (around +40%). This means that currently there is less strain on the spaces than could otherwise be the case and is a future risk to Council as Ipswich grows. Another key focus of the strategy is increasing membership, which will place additional pressure on library facilities. The low levels of library space provision to date are a major inhibitor of participation, undermining investment in staffing and stock resources by Council and more importantly limiting the desired community outcomes.

Springfield library will be significantly undersized for its population by 2021 compared to standards. In addition, the library is having to limit public participation in key activities due to legal space restrictions.

This represents a significant challenge for Council to manage and will require some thought as to how to bridge the shortfall over the time period. Workable interim solutions are described in Section 5 'What Are the Opportunities'. The planned relocation of the library in Ipswich's CBD highlights a strategic issue. The name 'Central Library' is no longer helpful as it does not reflect the Council's intention to create several CBDs around the region, instead suggesting a traditional 20th century centralised model. There is an opportunity to rename and rebrand the city centre site to better reflect its role as equal to the other libraries.

On a more operational note, customer feedback on buildings and spaces from the 2017/8 surveys indicated a frustration with noise levels, a need for defined quiet areas and for good browsing space around shelves. This feedback supports the requirement for buildings to be of a significant size to accommodate the range of activities a contemporary library service needs in order to deliver the learning and recreational outcomes for Council. There was also a good appetite for 24/7 access and better accessibility for those with mobility issues. The provision of a coffee offer is now the norm in libraries, galleries and museums, as are amenities for young families such as secure stroller-parking, parent rooms and robust, clean furnishings, particularly in the children's department. Feedback from the 2018 customer survey also supported the need for these basic amenities.

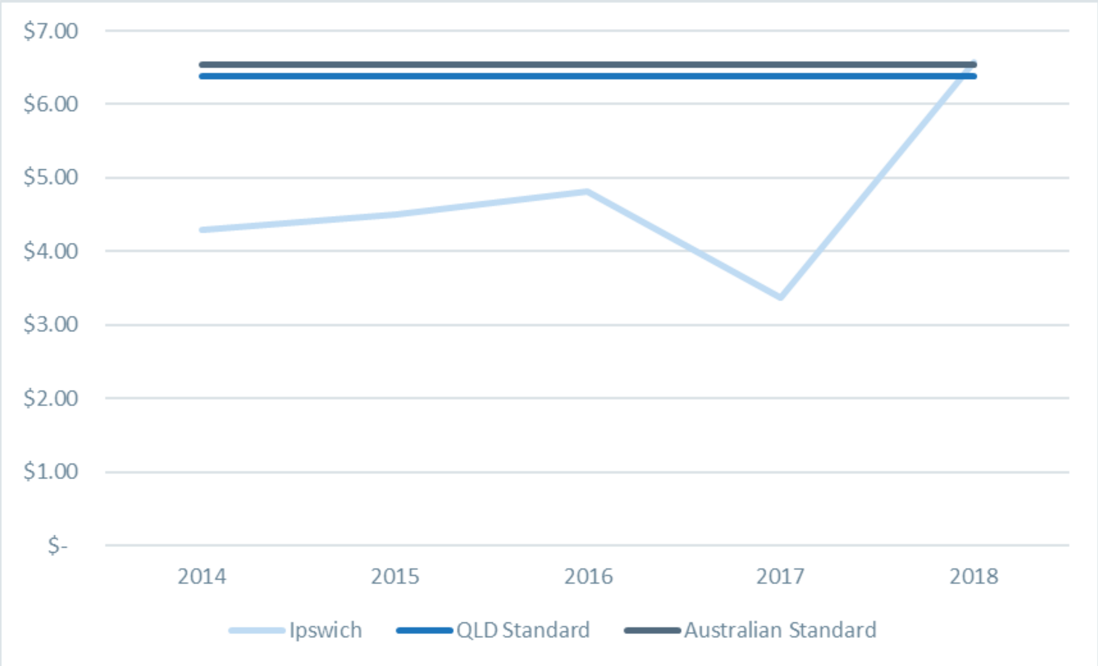
4.5 COLLECTIONS AND RESOURCES

The library collections, both digital and physical, forma key platform for the library service. The 2018 Ipswich Libraries customer survey indicated the most important aspects of the library service is borrowing and returning library material, reading/studying and browsing the library collection. 69% reported satisfaction with the collection but only 55% reported satisfaction with the online services (including eCollections) and even fewer with the newspaper and magazine collection (43%). However, in the same survey 8.8% of respondents were dissatisfied/very dissatisfied with the collection and there were a significant proportion of negative comments and few positive about the collection's size, layout and range.

Although the membership levels are extremely low, there is a good level of borrowing by each Ipswich Libraries member. Retail techniques such as theatrical merchandising and boutique-style layouts have curated highly appealing sub-collections to make the browsing experience rich and tempting. This approach is also being developed in the virtual library.

The main challenges for the Ipswich Libraries are poor access physical space and hours to access resources) and a history of low collections spending. Additionally, even if 2017-18 collections spending levels were maintained, it would take several years to make up for prior under-investment in collections..

Figure 4-1. Expenditures Library Materials per Capita



Source: AEC

Expenditure on library stock also includes subscriptions for eBooks and eJournals which places further strain on the budget for library materials. Not only do libraries service 'the Long Tail' of older formats such as DVDs (extremely popular) but also there is a demand for titles in both e and print/disc format which further depletes the stock's potential for breadth and depth. Based on the analysis, the grant provided by the State government is insufficient on its own to meet the recommended acquisition rate of 0.2 items per capita. A Whole of Life Asset Plan for the collections would forecast the cost of improving the collection over several years in terms of stock numbers, age and quality.

Compounding the issue of low stock is the large number of items in storage areas including the Logistics hub and backroom areas and therefore made unavailable to the public. This amounts to 29,483 items, more than 10% of stock and almost a year's worth of acquisitions, worth approximately $967,000. Many process improvements have been made in order to fulfil customer need and this will be the focus into the future. Adequate floor space in libraries will allow for more stock to be immediately available and reduce this waste.

4.6 STAFFING

As at January 2019 there are a total of 70 full time equivalent (FTE) staff, 3.25 staff per 10,000 capita served which meets the National Standard and above-standard levels of qualified staff.

As acknowledged by the National Standards, areas such as Ipswich require greater levels of staffing owing a higher proportion of people from lower socio-demographic backgrounds with a consequent higher need for Library Services. This is reflected in a higher proportion of qualified staff to deliver the variety and number of programs and special services required for these cohorts of the community.

Approximately 25% of the operational staff are involved in programming, 25% in content development and digital services with almost 50% available for front-of-house duties. Most respondents in the 2018 customer survey are using the library mainly for borrowing (95.1%) with 30% reporting 'attendance at programs' as their main reason for library use. This is an appropriate proportioning of staff functions, however, continued re-engineering, streamlining and focus on high-value work is required to increase program delivery through partners, reduce materials handling and improve co-operative purchasing across regions to increase staff capacity.

Community feedback from the 2018 survey indicated a desire for more staff presence in the libraries together with a high appreciation for the team members and their skills. Approximately 75.2% of respondents reported the most important aspect of the library service as being 'helpful informative staff'. 'Research assistance from librarians' also ranked highly. The strategy will build on this, focussing on high-quality engagement with the community inside and outside the library building and further developing staff to meet emerging needs in learning, literacies and social connection.

There is a need to improve the processes of integrating the library strategy into Council forward planning. Slippages in the 2008 strategy implementation occurred, particularly in terms of embedding facilities planning and increasing funding for collections. To maximise the productivity and capacity of staff, a key enabler is the optimisation of self-service by library users. Currently, loans made through the self-service technology are at 83% and growing. Good practice suggests that up to 95% of all transactions going through the self-check units are achievable, while maintaining a highly visible and personable staff presence.

The use of automated lending technology can be better optimised, freeing up staff for interaction with customers, helping with technology and other services and minimising manual handling and behind-the-scenes storage work.

Work practices to improve customer service such as removal of charges and improving visual merchandising have been implemented. The membership service can be further improved by tailoring the enrolment process to better suit individual needs rather than a 'one size fits all' self-service approach.

4.7 TECHNOLOGY

Traditionally, libraries have been at the forefront of providing access for all to emerging technologies and learning opportunities. Despite internet access becoming more affordable through mobile phones, there is still a need and demand for desktop PCs, laptops and peripherals such as scanners and printers in libraries to help users access basic services.

The top ten highest ranked library services in terms of importance in the 2018 Ipswich Libraries survey included 'online services' (60.2% of respondents), personal computer access and internet (56.9 %) and Wi-Fi close behind (54.4 %). Interestingly, for those who rarely use the library, access to computers and internet access is quoted as the 4th most important aspect of library services (behind helpful, informative staff, Wi-Fi and disability access).

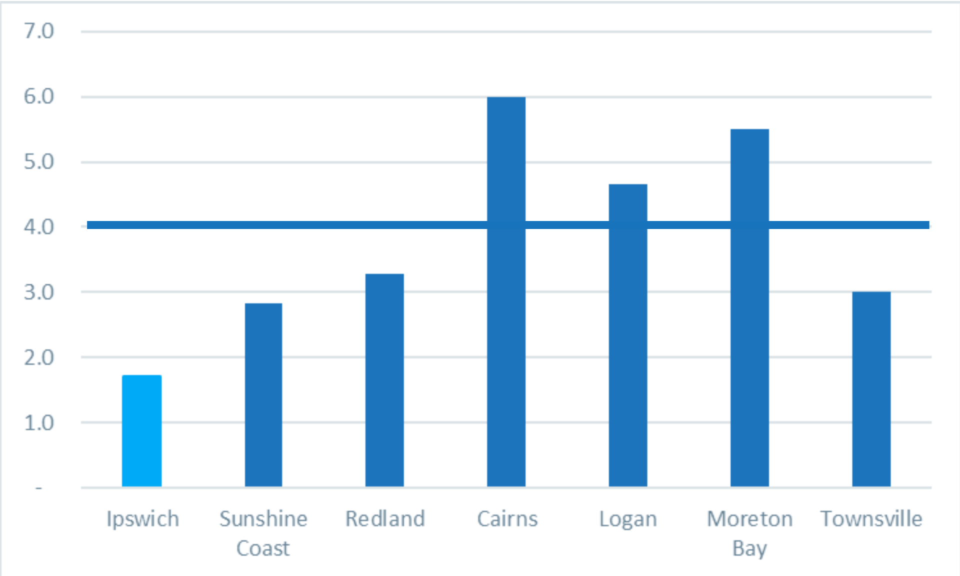
Satisfaction was not particularly high for the quality of internet access/ computing facilities (63% 'agree/strongly agree') nor for self-service facilities. Satisfaction with the provision of public computers and internet was not notably high at 48% and lower for Wi-Fi (41%).

However, the two lowest rated services were self-service checkout and the library website, probably reflecting historic technical issues that have since been resolved. Any feedback from customers on these areas should be monitored into the future. Negative responses to self-service can often be attributed to lack of staff support to quickly troubleshoot issues or provide social interaction despite the technology itself working smoothly.

Use of technology such as computers, Wi-Fi and printing/scanning is often one of the main reasons for library visits for seeking employment, completing inductions and accessing government services. The provision of internet-enabled public access computers of 1.7 per 10,000 population (2017/18) was below both the Queensland recommended standard of 4 as can be seen in Figure 4-2. Since the opening of Springfield, the Library Service reports an increase to 2.7.

Despite the library attracting a large number of web hits (over 189,000), the library service is not yet highlighted on the front page of Councils website, nor available as a 'Join the library' icon in the *I want to…* section.

Figure 4-2. Devices with Internet Access Per 10,000 Population 2017-18



Source: AEC

In addition to the basic life skill enablers such as internet and computer access, Ipswich Libraries act as the showcase for emerging technologies such as robotics and 3D printers. Such initiatives typically range from 'digital sandpits' and maker spaces where new technology is made available for people to use creatively and interactive pop-up events where new technology can be experienced and explored.

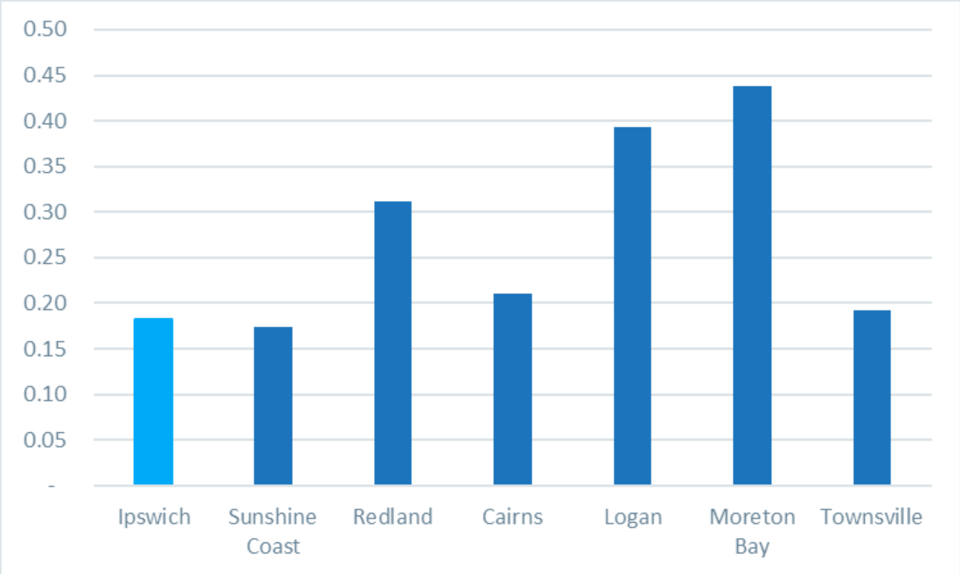
The self-directed nature of the Ipswich Makerspaces combined with the provision of a specialist member of staff has resulted in a service and experience that is a leader not only in Queensland but in Australia. To maintain this momentum, whole-of-life asset planning is required to ensure optimal maintenance, augmentation and replacement.

4.8 LEARNING AND CULTURAL PROGRAMS

Library programs focus mainly on literacies (reading, digital and other life skills) and access to and creation of information, stories and culture and support community connections and skills for life and work. This function differs from the aims of say, a sports and recreation department where the focus is on health and socialising or a waste and water department's programs that aim to improve community use of resources.

The library service has invested significant resources, particularly staff (approximately 23% of total staff) into Public Programming and delivers over 1,200 events each year which is comparable to peer library services. However, attendance figures have room for improvement as seen in the comparison with peers (Figure 4-3). Regulated access to Springfield library's event spaces is restricting the numbers legally allowed into the building. Again, the lack of library space across Ipswich is likely to be a limiter in event participation and the learning and social outcomes in the future without further action.

Figure 4-3. Event Attendance Per Capita 2017-18



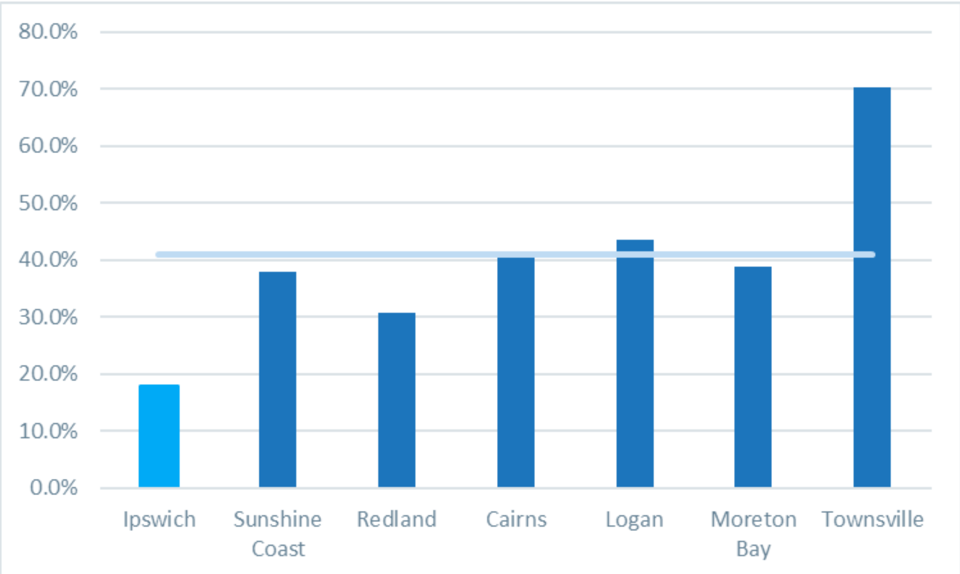
Source: AEC

4.9 SERVICE PARTICIPATION AND AWARENESS

Ipswich Libraries has a significantly lower percentage of the eligible population as active members (17.99% in 2017-18 Source: SLQ) not only when compared to peers in Queensland (41% shown in Figure 4-4 as a blue bar) but also across other States and Countries where active membership ranges between 30-40%. The latest published Australian National average (2015/16) shows active membership at 39%, New Zealand's latest figure is 35% (2016-17).

The disparity is not attributable to peers failing to purge their systems of inactive members. Redlands Libraries for example, purged its membership database of inactive member over the period 2016-17.

Figure 4-4. Membership as a % of Resident Population 2017-18 – Peer Comparison



Source: AEC

Survey feedback in 2017 indicated that the main barriers to coming to the library more often were time constraints (38%) and requiring 'access to the library after business hours' (15%).

The Ipswich Library Pod initiative, whereby outdoor self-service library stations will be installed in key high-footfall locations such as Karalee Shopping Village, will increase service awareness and growth in membership and participation. Continuous innovation in this manner through testing impact and adjusting approach in an agile manner can boost not only library service participation but improve the exposure for Council.

5. WHAT ARE THE OPPORTUNITIES?

5.1 LIBRARY SERVICES STRATEGY

A clear strategy allows the library service to keep the various Ipswich communities' needs at heart, align with Council's direction and to regularly monitor changes in the area and shifts in expectations or trends. The strategy also ensures focus is maintained on managing limited resources, effort and time into key priority areas rather than spreading them thinly or over-servicing where it is not needed.

In looking at the community feedback, demographic information and identifying known challenges and weaknesses, key opportunities and outcomes can be identified for the next five-year period.

5.2 GOALS AND OBJECTIVES

Over the next five years the Library Service will build on its successes and strengthen its name as a trusted and highly valued brand in the Ipswich community. It will;

- Through the Signature Libraries Model, deliver a regional-based service as population growth hits trigger points. By 2036, there will be five significantly resourced library sites each no smaller than 3,000m^2.
- Secure funding to implement the Model that will provide transparency of decision-making and to deliver on the expectations of the Ipswich community.
- Focus on growing participation and engagement, providing a seamless membership experience to match the Ipswich Libraries warm and accessible brand.
- Increase membership to 30%, increase visits by 20% and reach a satisfaction rating of 90% within five years.
- Maximise resources by releasing 75% of currently inaccessible stock into library spaces, implement three 24/7 lending services and optimise the self-check technology to 90%.
- Grow staff roles as Ipswich Libraries Stars with excellent leadership at all levels.
- Increase events and programs participation by 20%, focussing on families, technology, literacy and work skills.
- Forge strong alliances throughout Council and external organisations to increase resourcing and capacity.

5.3 GUIDING PRINCIPLES

The public library service is founded on a deep connection to its local community and its ability to make a meaningful difference for each person, from all backgrounds. The following guiding principles form the foundation of this service and make reference to national [9]and international professional values [10].

- **FREEDOM OF ACCESS TO INFORMATION.** Promotion of the free flow of information and ideas through open access to recorded knowledge, information, and creative works.
- **ENABLER.** Connection of people to ideas, explore opportunities, play and unleash their potential.
- **LITERACY AT THE CORE.** Commitment to literacy, information literacy and learning
- **INCLUSIVE.** Respect for the diversity and individuality of all people.
- **GUARDIANSHIP.** Preservation and dissemination of Ipswich heritage and stories.
- **TRUSTED.** Excellence in professional service to our communities.
- **BOLD and AMBITIOUS.** Doing the best for Ipswich and maximising the investment in libraries.

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[9] ALIA Australian Public Library Alliance National strategy and action plan 2015-2018 Reviewed and updated July 2017

[10] Global Vision International Federation of Library Associations 2018 https://www.ifla.org/files/assets/GVMultimedia/publications/gv-report-summary.pdf

5.4 KEY OPPORTUNITIES

5.4.1 Service Delivery – The Signature Library Model

The traditional centralised approach to libraries, with a City Centre site supporting a range of small lending branches is not a model that is suitable for the Ipswich community. A distributed model of several significant Signature Libraries is in line with Ipswich City Council's intent to develop several distinct destination communities across the region.

Table 5-1 compares this Central Hub and Spoke model to the distributed model that better suits the strategic direction for the Ipswich Library service.

Table 5-1. Centralised versus Distributed Models – Summary of Main Features

Drivers for Change	Central Library	Distributed Library	Ipswich
Economy	Large Central Libraries located where one defined CBD is developed.	Regional centres and CBDs developed across an area require several significantly-sized libraries	Historically based around the central model but moving towards the distributed model in response to population changes
Manual processing	Historically all items purchased in print, processed in-house	Print and digital material purchased online and arrive shelf-ready	Recent library developments are in line with the distributed model
Education	Individual quiet study	Group study and learning activities in addition to quiet study spaces	Recent library developments are in line with the distributed model
Diversification	Main service is lending and silent reading	Services include lending, learning, technology help, social space, café, parent activities	Recent library developments are in line with the distributed model
Spaces	A single library space for quiet behaviour, stock and activities	Large libraries with a range of separate spaces for customer choice in addition to stock shelving/display	Recent library developments are in line with the distributed model, but minimum space levels are not being achieved and risk serious under provision and in-built redundancy
Access to Information	Staff-dependent information services at a desk	Digital information services through library P.C.s, Bring Your Own Devices with support from staff and remote access	Recent library developments are in line with the distributed model
Accessibility for special needs	No legal requirement for Accessibility	Accessibility for a wide range of needs - lifts, aisle-width	Recent library developments are in line with the distributed model
Cost Implications	Higher operational costs resulting from inefficiencies of managing many small and unfit-for-purpose facilities. High central library operational costs resulting from increased need to manage and circulate collection and programs to smaller libraries.	More efficient use of resources due to fewer (but larger) self-sufficient libraries	Recent library developments are in line with the distributed model
Staffing	Difficulty in recruiting and retaining staff to smaller libraries due to reduced staff opportunities	Better opportunities in a rich range of services for staff resulting in attracting and retaining high-calibre staff. Also provides higher levels of job satisfaction innovation.	Recent library developments are in line with the distributed model

Source: AEC, Embervision.

As each catchment represents its own significant geographic community within the Ipswich local government area, it is considered that the most appropriate operating and cost-effective model would be a distributed 'Signature Libraries' facilities model. Under this model, each facility would be of a similar significant size no smaller than 3,000m^2 and deliver core functional services to their geographic community, yet able to have their own 'look and feel' reflecting locality and community.

Each major community catchment would have access to service levels, similar to a traditional central library (opening hours, study space, rich collections, current technology, tailored program of events and amenities such as parents' room and coffee offer) but updated for current lifestyles thus attracting a wider audience and providing easier access.

As Council adapts its services and facilities to suit changing community needs, new libraries will require 24/7 access to key services and spaces including study facilities, browsing stock and technology. Supplementary services such as the boosted Virtual Library (Web subscription services eBooks magazines, movies plus digitised resources), Library Pods, vending facilities and home delivery services will provide access opportunities for a broader audience and act as a *complement* to the main library.

Table 5-2 below compares the Signature Libraries Model and the alternative traditional approach that includes small lending libraries. Currently Ipswich is transitioning away from the 'Hub and Spoke' model towards a network of Signature Libraries. However, Springfield Library requires increased space to fulfil the Signature Library role into the future. The network is currently reflecting a hybrid of the two Models that is causing much rework in logistics to deliver materials in demand, limitations around service provision (event participant numbers) and future scalability of both the Springfield and Central branches.

Table 5-2. Comparison between Centralised Hub & Spoke and Distributed "Signature Library" Models

Criteria for Comparison	Hub and Spoke Model (Central Library/small branches)	The Signature Library Model (Distributed)
Facilities	Requires a large Central Library (>5,000 m2) to service whole City. In smaller branches-facilities limited and basic and dependent on the large central library	Makerspace, coffee, parents' rooms, quiet zones, conference facilities, meeting rooms, rich resources, attractive merchandising and browse space Library Pods are complementary services to major facilities
Cost	A minimum of 8-10 sites if current small branches retained (those under 3,000m2) Central Library minimum 5,000m2	Fewer buildings and co-funded /co-managed
Cost effectiveness	Duplicated resources across many sites	Staffing, technology, F and F, resources and events focused
Local economic development	Large central library drives foot traffic to one central location Small libraries have limited appeal	Drives visits to several key locations
Income generation	Fewer venues of adequate size/access	Conference and meeting venue hire
Potential partnership funding	Lower footfall and basic facilities limits potential	Attractive -being contemporary, aspirational and having a rich service offer
Market Appeal	Traditional users catered for. Risk of reduced patronage. Space limits quiet/noisy activities. Competing areas may attract custom (survey respondents mentioned Mt Ommaney and Brisbane City)	Appeals to broad range of people. Adequate space for a rich range of activities
Community Pride	Many local branches. However, limited visibility, access, hours, appeal and security for any 24/7 services.	Highly visible for each major locality, iconic, a draw card
Choice	Noise issues in smaller spaces. Access is more difficult. Limited opening hours	Compares well with peers

Criteria for Comparison	Hub and Spoke Model (Central Library/small branches)	The Signature Library Model (Distributed)
Heritage Services	Space limits opportunities for content creation and activities. Digital resources available.	Potential for showcasing local heritage throughout building to reflect and grow the community's personality. Spaces to co-create local stories and images and present both physically and online
Inclusivity	Opening hours difficult for shift workers Limited opportunity for 24/7 because of security issues/ secluded locations.	Better hours/ 24hour access more possible with shared security from collocated facilities

Source: AEC, Embervision.

5.4.2 Spaces and Access

A Spaces Blueprint. A detailed facilities plan will need to be produced, aligned with and then woven into the rest of Council's planning and financial frameworks. This plan will forecast and cost the needs of facilities augmentation and replacement and extrapolate whole-of-life maintenance costs. Appendices C, D and E outline key guiding principles for future facilities and library service planning drawn from professional standards, guidelines and toolkits.

Interim solutions for shortfall in library space

- The feasibility of extending current facilities.
- The possible aggregation of planned Council and other facilities (pools, childcare centres, galleries) alongside libraries to create high-impact destinations for each hub locality. Also, co-location opportunities with other government facilities and/or private sector developments.
- Acquiring/ locating sites that are suitable and planning for build and scalability over the time period.
- Relocation of existing facilities to suitable alternative sites if available.
- Complementary small mobile, pop-up and automated facilities. However, these cannot replace the need for adequate floorspace in key population centres.

Advocacy. This will be a crucial success factor to generate a shared understanding across Council for the need for increased library space. Without this, the service will continue to struggle to attract new audiences and will continue to draw negative feedback from the community as their expectations continue not to be met. A senior manager will be required to focus on growing further relationships across Council and to progress the facilities plan through to execution.

Signature Library facilities. Multi-functional iconic buildings will be required, for example a co-located library, gallery, aquatic centre etc. that not only creates a community beacon but also acts as a destination for visitors to the area. These buildings will better service competing library functions (quiet and noisier), creating adequate spaces (30-40% of total floorspace for children's areas for example) noisy services located away from the quieter study, browsing and reading areas, as recent customer feedback highlighted.

An Innovative Name. In aggregating future facilities into one site alongside or with the library, there is an opportunity to give the complex a local name in Aboriginal language. This will also provide the broader community with a destination, something very unique to Ipswich. This idea came from Puke Ariki (2001) in New Zealand (Maori for *place of leaders on the hill)* that houses the library, museum, galleries, visitor information centre, restaurant, shop and café. In doing so this will create a new destination while also flattening the old hierarchy of library sites.

Ipswich stories and images. Maintaining the current overarching Ipswich Libraries brand yet adding more of the unique local flavour, will enable the local community and visitors to have a sense of belonging and affinity to the region. This will also reduce any perception of a standardised shop fit-out that could be located anywhere. Using more digital images from the Heritage and Council collections (building on the type of graphic in the Ipswich Central makerspace) illustrating notable residents, staff faces, members, places and icons for each category in future category picture boards and around key spaces. The quality and sophistication can be retained while injecting more local personality.

Access. Streamlining and reduction of non-essential work processes can increase the capacity of staff resources, improve customer service and opening hours. It may be possible to open partial services (foyer only with limited key services) at each end of the day as well as swipe-card access to parts of the building 24/7. A business case for increased staffing resources and 24/7 access technologies could increase access/ opening hours and optimise the current paucity of library floorspace.

Optimising Space. This will increase the availability of stock and customer services staff. Further re-engineer systems, making better use of current spaces, minimising wasted backroom areas and create distinct zoning to separate incompatible activities.

5.4.3 Collections, Resources and Services

Maximise current resources. The 2018 customer survey indicated a desire for more stock, both physical and 'e'. Innovative approaches to lending such as allowing floating collections and leaving the most popular material on the Smart Shelves for browsing will provide the customers more access to current stock.

Invest and refocus spending. Increased investment is required for print and eResources while reviewing demand and use by stock category each year to adjust, focus and refine purchasing. A Whole-of-Life Collections Plan will identify the replacement and augmentation costs required annually to better meet demand.

Innovative resourcing approaches. Partnering with publishers, undertaking cooperative purchasing and bundling procurement with similar-sized Councils will maximise resources.

Digital Investment. The library service has intentionally underspent the eBook budget recently as the digital platform precluded good access. Once the situation is fully remedied, a business case may be required to boost the eResources. Further negotiations with suppliers and publishers of eBooks, tight management of in-demand titles, unlimited availability of key best-sellers and cooperative purchasing will enhance access to eCollections over the life of the strategy.

Curation. Online improvements can be made to make the available material more accessible, curating the digital content into topical and high-interest groupings that will be of interest to the Ipswich demographic.

5.4.4 Staff

Ipswich Libraries Stars. Current library users have a high regard for the staff and their skills. Further focus on the creation of an energised, high-performing team whose infectious enthusiasm creates an excitement for customers will be essential. Develop a set of shared behaviour and service standards that can be audited by mystery shoppers. Utilising the most customer-oriented staff in the key front-facing functions will attract and retain high calibre team members. Significant and sustained investment in their ongoing training and support is essential in addition to self-directed development.at all levels.

Staff moving into higher-value work. Increasing self-service and minimising low-value manual work behind the scenes will free up staff further to focus on membership, usage, programs and more efficient resource management, and to maintain and boost interaction with the customers as this is highly valued by users. It will be crucial for leaders to ensure that freed up staff time does not result in less visibility of staff on the library floor or in staff complicating backroom work. Experience demonstrates that there is a tendency for library staff to over-engineer work practices at the expense of customer engagement or community outreach.

It is recommended that adequate numbers of staff are dedicated to managing the physical spaces, to retain staff visibility and accessibility for higher-need customers and to create a social, welcoming and safe environment. Library services differ from banks and retail in that the library experience is more than transactional. The RFID technology is not simply a cost-cutting device but a tool to enrich community contact with staff, services and collections, digitally and physically.

The Library Service must be integrated into Council forward planning and budget processes in order to progress community priorities. In devolving management tasks to the professional team, the senior strategic library team will have more capacity to focus on Council alliances to embed the strategy.

Growth. Development of a 3-year Workforce Plan to identify and fill workforce and skills gaps. In general terms, senior staff will increasingly focus on coaching the team, devolving some tasks to free themselves for innovation, strategic partnering and advocacy to secure increased funding and larger new facilities.

Learning and development. Provide learning opportunities to staff through coaching, role-modelling and at each shift ‘huddle’ and in project work. Have supervisors set the tone and pace for each work team. More sophisticated tools are available online and through professional organisations such as ALIA that can upskill leaders in communication and motivation and tailor supervisory approaches to suit different personality styles.

Continuous improvement culture. Introduce a whole-of-team approach to agile prototyping methodology to fast track implementation and trial new work approaches, initially focussing on reducing in transit time for stock and optimising staff availability for high-value work.

5.4.5 Technology

Maximising the investment to date. Self-service checkout can be improved so that 90% of loans and returns are customer-led while providing personal service with a team member available in a triage/roving role. Team culture is as important as smoothing the processes (reducing system blocks) and technical optimisation.

Technology Leadership. Continue to develop innovative concepts and shared technologies, investigating alliances with like-minded Councils (such as a One Card or shared subscriptions)**.**

Providing ‘long-tail’ services. Typically, libraries provide leading-edge technology to allow the community equal access to emerging technologies required for work and home life. However, unlike retail, libraries also hold onto formats long after their demise in the market. The community takes time to move into the new technology because of lack of disposable income or confidence with the new, particularly in areas of higher deprivation. A ‘fast-follower’ approach rather than be at the ‘bleeding-edge’ may be a more appropriate strategy in replacing technology and formats (such as DVDs and personal computers) to take account of the lower socio-economic segments of the Ipswich community.

Priority upgrades by ICC. Ensure the library service is on the high-priority asset list for technology renewals, rather than ICT being renewed at the same frequency as Council back-office departments. The library service is also an ideal place for Council to test technology, the team being used to technology trouble-shooting.

Forge a closer partnership relationship with ICC IT department. Rather than a client/customer relationship, meet regularly with key decision-makers in IT to position the library as an early adopter of technology and a means for Council to socialise new equipment and applications with the public.

5.4.6 Learning and Cultural Programs

Planning and evaluation. There is an opportunity to optimise programs and activities to ensure participation rates grow in line with the provision of events. Increased qualitative review of initiatives (using a system similar to that outlined in the National Standards document[11]) folded into a 3-year plan outlining what parts of the community will be targeted, what programs will be suitable, the resources required and allocating responsibility for delivery. This will further embed the library service in Council initiatives and allow Council to leverage the library’s positive and growing profile in the community to increase awareness of important projects.

Targeted partnerships. Developing closer relationships with local business people and community leaders will provide more capacity to deliver targeted and collaborative programs and will require planning as these organisations’ funding is often committed well in advance.

Potential partners include banking associations, professional associations for accountancy and law and colleges to provide financial literacy sessions (debt management, investing, Power of Attorney) and Centrelink, universities and schools to partner on job-seeking and upskilling sessions.

Targeting key demographic groups and topical issues. Focussing on more high-interest, topical issues that would appeal to a key non-user groups will improve participation.

[11] Guidelines, Standards and Outcome Measures for Australian Public Libraries, 2016 APLA ALIA

Optimising unique collections. Optimising the Heritage Collections for stories and images to support Council initiatives such as celebrating local innovation and industry.

Taking programs out into the community. Optimise participation by leveraging existing program delivery in community settings and providing remote access using podcast and streaming technologies.

5.4.7 Service Awareness and Participation

Membership drive. There is a need for an enriched enrolment experience and the further reduction of any financial impost on potential and existing members. Boost membership through the removal of policy barriers and improving the personalisation of service. Smoothing the joining experience, relaxing the requirement for formal ID, and not expiring membership after two years are ways to maintain peoples' participation and engagement in the library.

Every Child a Member and similar membership drives, supported by notable community figures such as the Mayor, Councillors, sports people and celebrities.

Council's Website. The addition of a *Join Your Library* icon on the front page of the Council website, and to embed more Council initiatives into the most visited library webpages to take advantage of the high library site traffic.

6. HOW WILL WE GET THERE?

This strategy focuses on what matters for Ipswich. It clearly communicates where Ipswich Libraries will focus its energy and resources. In narrowing the focus into key priority areas, it will further develop a contemporary and unique library service, delivering on Ipswich Council goals.

The Strategy will be based on a strong platform of reinvented library functions and leading practice, drive innovation and provide the services, spaces and resources that suit the emerging needs of modern citizens thereby boosting participation and satisfaction.

The positive outcomes for Ipswich will include learning, employability, well-being, community building and pride in the place and heritage.

At the centre are four **Strategic Programs:**

- **Connecting Ipswich**
- **Life Long Learning**
- **Leadership**
- **Access -Your Way**

These Strategic Programs build on the significant progress made to date, supporting the Ipswich community into the future, growing resilience, skills and wellbeing.

The Strategic Programs are underpinned by six **Strategic Enablers:**

- **Library Spaces for People – The Signature Libraries**
- **The Valued Team**
- **Programs and Partners**
- **Technology and Resources**
- **Membership Services**
- **Corporate Citizenship**

These reflect the areas to be worked on to deliver on programme objectives and strategic ambitions.

6.1 STRATEGIC PROGRAMS

6.1.1 Strategic Program One– Connecting Ipswich

Ipswich Libraries are will be focusing on creating opportunities for people to meet up, or simply be alone but be with others in that Third Space, the Community Livingroom. Of highest priority is the need for adequate space to draw in and engage the community in upskilling, socialising, creating and above all, feeling connected and a part of something important. The focus will be on spaces and services that better suit emerging living and working choices. Smaller homes, shift work, long working hours and new learning styles demand larger, flexible spaces and opening hours with amenities such as transport, coffee offer and reading gardens.

Signature Libraries will build local pride and act as community beacons and catalysts of regeneration.

Online spaces and resources, Library Pods and delivery services will complement the libraries.

A key aim would be forging a deeper community connection with Ipswich and pride in its history and stories. Another priority will be to use heritage images and stories more overtly throughout the libraries and digital spaces. New libraries can be named to support community-building and a sense of belonging.

Young families, people working shifts or who are time-poor and new residents will be a key focus for the next five years. There is scope to engage better with those hard-to-reach sections of the community whether their barrier is lack of awareness, lack of time or distance from a library service. Innovative approaches will be used to create social and learning opportunities through collaborations and digital channels.

Co-creation will be another area of focus. Members of the community will be increasingly central to creation of digital content (e.g. heritage stories) and events, playing a central role or being coached in new skills.

We will focus on:

- Advocating and planning for the staged development of Signature Libraries each functioning equally as a major facility and economic/ community anchor for the locality.
- Channelling staff resources and energies into a membership drive, particularly for new residents and young families.
- Developing and innovating spaces that are our unique selling points, proudly Ipswich and that contribute to Council goals.
- Co-design of services and programs with community members that align to Council's priorities.
- Developing coaching opportunities for the community and partners to develop local content, garner stories and images and build skills in the process with a focus on inter-generational projects.

6.1.2 Strategic Program Two – Life Long Learning

Council's *Advance Ipswich* corporate strategy highlights Life Long Learning as a key community priority. The changing nature of industries, work and life mean that new skills are vital for remaining relevant in society and reducing social isolation, joblessness, anti-social behaviour and crime.

Libraries change lives through programs that prepare children for school, support families with children's homework to providing adults experiences to enhance wellbeing, health and life-skills. The platform for these events and programs is the spaces and meeting rooms, the rich information resources, online and in-house courses, and expert staff to grow self-reliant and motivated learners for life.

We will focus on:

- Positioning the library as the one-stop for information and discovery to enable individuals to participate fully in our fast-changing world.
- Developing life-long reading and literacy as a fundamental library role and provide the community with the motivation and opportunities to participate, learn and grow.
- Providing opportunities to develop key skills around life, creativity, well-being and work to better prepare for the Region's future.

6.1.3 Strategic Program Three – Product Leadership

Ipswich Libraries are already seen as national innovators in the library sector. This program prioritises the continued building of alliances and new approaches to provide resources, services and improved access.

We will focus on:

- Seeking out alliances to develop and deliver innovative library products that increase participation, usage and measurable community outcomes for learning, well-being and community building.

6.1.4 Strategic Program Four – Access Your Way

As lifestyles change and as customers and participation statistics have indicated, providing seamless, barrier-free access to library services is a crucial key to the future success of Ipswich Libraries. Extending opening hours in current buildings, boosting digital resources and services and reducing technological barriers to their use and providing supplementary physical micro services such as Pods. Libraries will utilise the latest technology to extend hours up to 24/7 and grow geographic reach.

This program also focuses on digital upskilling for the Ipswich Community. Public library services fulfil a particular role for those who may have limited digital access, capacity or confidence. They may be at risk of being excluded from work and core services such as health, banking and communication.

We will focus on:

- Enhancing and extending online services and resources and provide engaging interactive events to grow community use and participation online.
- Creating innovative ways to extend access at times and in ways that our changing community wants.
- Removing barriers to use to boost participation.

6.2 PROGRAM ENABLERS

The four strategic programs will be supported by the following strategy enablers that seek to maximise the current resources and find ways to close key service and resources gaps identified earlier in this document.

6.2.1 Program Enabler One – Signature Libraries

We will focus on:

- Committed advocacy for adequate spaces and 24/7 access points for the community by growing alliances across Council.
- Dedicating staff resources into the delivery of the Signature Library network through alliances and advocacy.
- Developing and seeking Council endorsement and funding for a detailed facility plan to reach minimum standards for the range of activities taking place in contemporary library buildings. The plan needs to include services such as the digital library, Pods and other complementary library options.
- Transitioning away from the Central Library model to the more cost-effective Signature Library model (the distributed network of major facilities in key emerging Ipswich localities).
- Innovate heritage services and resource provision to create an engaging, exciting and prominent presence for Ipswich stories and images woven throughout the library experience.
- Reengineering work practices to release staff and resources, and extend services, opening hours and customer contact.

6.2.2 Program Enabler Two – Developing a Valued Team of Stars

Develop a library team of highly skilled and confident staff and attract and retain the best candidates available.

We will focus on:

- Developing a Workforce Plan that addresses succession planning and develops emerging leaders to drive the strategy and its projects.
- Providing enhanced coaching and development opportunities that provide staff with the confidence to handle technical and other service queries.
- Aligning staffing structure and focus around strategy delivery.
- Ensuring accountability is clearly defined and reported on through budget and performance reviews.

6.2.3 Program Enabler Three – Life Long Learning and Partnerships

Library programs have literacy-building as the main focus (including financial, technological, health literacies as well as traditional reading). In growing alliances, the library service will extend its capacity to deliver programs and deliver on local priorities. There is also strong demand for more family interactive sessions.

We will focus on:

- Young families by upskilling them for work and well-being.
- Coaching and enabling through intergenerational, inter-agency and content-creation initiatives.
- Forging further relationships with educational institutions to engage the community in citizen science, in University research talks and to lever off the educational organisations' outreach initiatives, skills and resources.
- Updating the review of session outcomes to refine the calendar of events and grow participation.

6.2.4 Program Enabler Four - The Engine-Room of Technology and Resources

At the heart of the library service is its resources. A contemporary library service will require its traditional print collections for the life of this strategy. Ipswich Libraries need to optimise their current holding, particularly those items in storage while investing to fill significant gaps in the collection such as eAudiobooks, books for young children and junior fiction.

Access to technology is also a key role for the public library, bridging the digital divide by providing equipment. digital resources and internet access. The challenge for the next five years is the careful evolution from traditional formats and technologies to emerging, so that community need is catered for, particularly areas of high need around Ipswich.

We will focus on:

- Developing a whole-of-life asset plan for collections/content to grow key areas of stock and technology, to reduce spending in declining categories and to identify funding needs over the following five years.
- Optimising current stock by further streamlining work practices to release stock currently in storage areas such as trialling automatic unlimited loans for stock categories in good supply, and reviewing floating and rotation practices and simplifying the backroom work/ materials handling around the Marketplace.
- Developing a business case for increased collections budget to rectify historic underfunding.
- Investigating eBook innovation with suppliers (see Auckland), partnerships and increased collaborative purchasing.
- Optimising the RFID take up to a level of 90% smooth, error-free transactions assisted by our most customer-oriented team members.
- Improving discoverability by curating eCollections for the online catalogue to hide material that is unavailable and package topical resources of local interest.

6.2.5 Program Enabler Five– Membership Services

Ipswich Council can benefit significantly from the increasing growth in membership for Ipswich City Libraries. The library's membership is set to double over the next 5 years and this will provide Council with even more opportunity to engage with its public.

We will:

- Initiate a targeted and sustained campaign to focus on membership growth and customer retention/ satisfaction.
- Every Child A Member campaign spearheaded by local celebrity (sports person or TV) or new Council Leader.
- Reengineer enrolment processes to account for personal choice for those who need a personal induction in addition to the self-service/online option.

6.2.6 Program Enabler Six - Corporate Citizenship

Further embedding Ipswich Libraries in other departments across Council will reduce the risk of missed opportunities and will maximise potential impact for the community. In galvanising all managers to cultivate positive working relations that are mutually beneficial, the Ipswich Libraries can grow its influence in and support for Council.

We will:

- Develop further strategic alliances and improve advocacy across Council working through key managers and senior team members.
- Improve the transparency of decision-making by socialising our strategic plans (Facilities, Collections, ICT, Workforce) with key decision-makers and seeking the plans' endorsement and resourcing.
- Further align our initiatives with Council priorities and communicate their impact more widely.
- Develop stronger relationships and collaborations with a broader range of partners to deliver on priority initiatives.

6.3 IMPLEMENTATION AND MONITORING

The Strategy 2019-2024 is an ambitious yet achievable strategy. Its focus is outward to the community, firmly based on the needs of the Region and building on developments and innovation to date.

Developing the strategy is only the first step to boosting improvement and achieving goals. The execution of the strategy will depend on several success factors:

- Developing an annual Operational Plan and scorecard.
- Identifying an accountable person to manage and monitor the Plan.
- Developing and implementing a clear Communication Plan.
- Resourcing the time needed to ensure initiatives progress and succeed.
- Providing regular reports to the community, Council, managers and staff.

As part of this strategy, an initial SMART plan (Specific activities that are Measurable, are Achievable, are Resourced and have a Timeframe) will be created by a cross-section of the library team guided by planning specialists.

A formal review of the strategy will be carried out as part of the next library strategy in 2024

7. IMPLEMENTATION AND TRANSITION PLAN

The following Implementation and Transition Plan identifies the facilities and resources required to service the Ipswich community into the future. Estimates of staffing and operational expenditure have been calculated based on the forecast population of each of the library catchment areas multiplied by the National Standard and therefore represents the minimum levels of resourcing required. If future population levels differ and as technology formats/ needs change significantly, then resourcing levels would require adjustment. Table 7-1 shows a summary of resourcing requirements with Table 7-2 identifying actions and resources by individual library.

Table 7-1. Summary of Resourcing Requirements

2021	2026	2036
• Minimum number of total staff 78.9FTE • Minimum number of qualified staff 23.9FTE • Minimum operational budget (excluding collection) $9.7million • Minimum collections budget $1.3million	• Minimum number of total staff 102.6FTE • Minimum number of qualified staff 31.0FTE • Minimum operational budget (excluding collection) $12.3million • Minimum collections budget $1.8million	• Minimum number of total staff 162.7FTE • Minimum number of qualified staff 49.3FTE • Minimum operational budget (excluding collection) $18.4million • Minimum collections budget $2.2million

Table 7-2. Implementation and Transition Plan

Activity	Actions	Timing	Resourcing
Identify key staff resourcing to lead on strategy	• Advocate for the strategy • Further develop key internal and external relationships • Communicate the risks of under-sized facilities and the benefits	Immediately	Working group including key ICC managers

Activity	Actions	Timing	Resourcing
Construction of and transition to new library in Ipswich CBD	• Estimated population catchment of 94,000 (2021); 105,000 (2026); 130,000 (2036) • Planned floorspace of 3,500m^2 • Advocate for required floorspace expansion to 4,000 to 5,000m^2 (minimum)	2019-2021	**2021** • Minimum number of total staff 31.0FTE • Minimum number of qualified staff 9.4FTE • Minimum operational budget (excluding collection) $3.8million • Minimum collections budget $531,000 **2026** • Minimum number of total staff 34.6FTE • Minimum number of qualified staff 10.4FTE • Minimum operational budget (excluding collection) $4.2million • Minimum collections budget $588,000 **2036** • Minimum number of total staff 42.9FTE • Minimum number of qualified staff 13.0FTE • Minimum operational budget (excluding collection) $5.3million • Minimum collections budget $734,500
Revise services to rural areas as the population transitions.	• Identify life-span of mobile library vehicle. • As major facilities are opened, assess usage by rural populations • Identify innovative approaches to service (see Moreton Bay) including using local facilities, tailored delivery from smaller vehicles and vending/pop-ups and events. • Consider running mobile to end of its life or selling when alternatives take over.	Plan in 2019 Implement progressively according to	• As part of Strategic Asset Planning process. • Alternatively, run as separate rural services project and align with SAP.
Consideration of options for the expansion of Springfield Library	• Estimated population catchment of 57,000 (2021); 77,000 (2026); 124,000 (2036) • Current floorspace of 2,000m^2 • Advocate for required floorspace expansion to 4,000 to 5,000m^2 (minimum)	2019-2021	**2021** • Minimum number of total staff 18.8FTE • Minimum number of qualified staff 5.7FTE • Minimum operational budget (excluding collection) $2.3million • Minimum collections budget $322,050 **2026** • Minimum number of total staff 25.4FTE • Minimum number of qualified staff 7.7FTE • Minimum operational budget (excluding collection) $3.1million • Minimum collections budget $435,050 **2036** • Minimum number of total staff 40.9FTE • Minimum number of qualified staff 12.4FTE • Minimum operational budget (excluding collection) $5.0million • Minimum collections budget $700,600

Activity	Actions	Timing	Resourcing
Construction of and startup of new Ripley Library	• Estimated population catchment of 19,000 (2021); 45,000 (2026); 109,000 (2036) • Planned floorspace of 3,000m² • Advocate for required floorspace of 4,000m²if possible	2020-2023	**2021** • Minimum number of total staff 6.3FTE • Minimum number of qualified staff 1.9FTE • Minimum operational budget (excluding collection) $0.8million • Minimum collections budget $107,350 **2026** • Minimum number of total staff 14.9FTE • Minimum number of qualified staff 4.5FTE • Minimum operational budget (excluding collection) $1.8million • Minimum collections budget $254,250 **2036** • Minimum number of total staff 36.0FTE • Minimum number of qualified staff 10.9FTE • Minimum operational budget (excluding collection) $4.4million • Minimum collections budget $615,850
Construction of and transition to new Redbank Library (following termination of Redbank Plaza lease and closure of Redbank Plains libraries)	• Estimated population catchment of 54,000 (2021); 60,000 (2026); 72,000 (2036) • No planned floorspace at this stage • Advocate for required floorspace of 3,000m²	2020-2023	**2021** • Minimum number of total staff 17.8FTE • Minimum number of qualified staff 5.4FTE • Minimum operational budget (excluding collection) $2.2million • Minimum collections budget $302,400 **2026** • Minimum number of total staff 19.8FTE • Minimum number of qualified staff 6.0FTE • Minimum operational budget (excluding collection) $2.4million • Minimum collections budget $339,000 • **2036** • Minimum number of total staff 23.8FTE • Minimum number of qualified staff 7.2FTE • Minimum operational budget (excluding collection) $2.9million • Minimum collections budget $406,800

Activity	Actions	Timing	Resourcing
Consideration of options for the expansion of the Rosewood Library	• Estimated population catchment of 15,000 (2021); 24,000 (2026); 58,000 (2036) • Current floorspace of 978m2 • Advocate for required floorspace of 3,000m2 • Begin communication plan for the transitioning away from large mobile facility to smaller vans, Library Lounges and pick-up facilities.	2020-2023	**2021** • Minimum number of total staff 5.0FTE • Minimum number of qualified staff 1.5FTE • Minimum operational budget (excluding collection) $0.6million • Minimum collections budget $84,750 **2026** • Minimum number of total staff 7.9FTE • Minimum number of qualified staff 2.4FTE • Minimum operational budget (excluding collection) $0.8million • Minimum collections budget $135,600 **2036** • Minimum number of total staff 19.1FTE • Minimum number of qualified staff 5.8FTE • Minimum operational budget (excluding collection) $2.4million • Minimum collections budget $327,700
Operational actions to support the strategy			
Develop detailed plans for ICT, funding, facilities, workforce, programs, collections and access	• Plans completed and aligned with any • Budget bids • Funding partners identified • State Library discussions	2019-2020	Current working groups' programmes or allocate senior staff to lead.
Further improve the customer journey	Further remove bureaucracy a to boost resources and membership Team Development; Agree on behaviours and service standards Communication and coaching on • Coaching Standards in place • Standards audited, mystery shopped annually • Implement simplified enrolment process	2019	Current working groups' programmes or allocate senior staff to lead. Employ mystery shoppers or seek 'critical friend' feedback from colleagues
Increase children's membership by 20%	• Targeted membership drive such as Every Child A Member • Develop and implement program	2020	

Activity	Actions	Timing	Resourcing
Set motivating yet achievable targets	• To be agreed with team: • An extra 8000 members this year • Increase estock levels by 50% • At least 90% customer satisfaction July 2019 • 10 programs planned to further support key Council initiatives • 3 partnerships developed to deliver programs • RFID usage boosted to 90%	2019	

Note: All dollar values are at 2018-19 prices

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APPENDIX A: IPSWICH COMMUNITY PROFILE

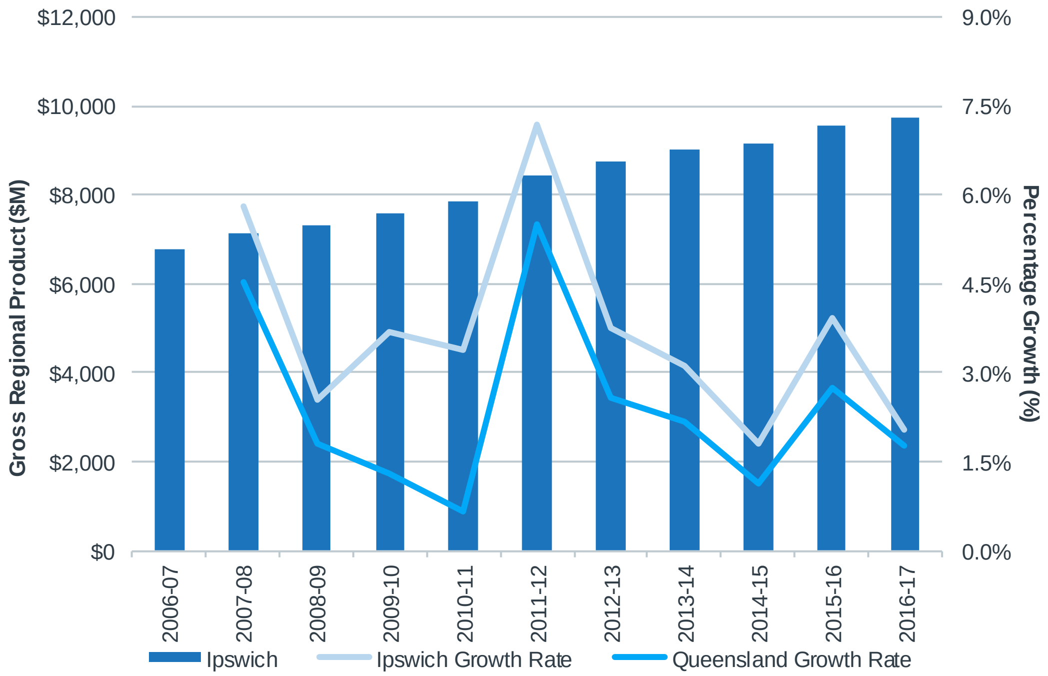
This Appendix provides a socio-economic analysis for Ipswich LGA, in comparison to Queensland where applicable.

ECONOMY

Gross Regional Product

The Ipswich Local Government Area (LGA) experienced strong economic growth between 2006-07 and 2016-17, with an average growth rate of 3.7% per annum, reaching a Gross Regional Product (GRP) of $9.7 billion in 2016-17. Comparatively, growth in Queensland averaged consistently lower, at approximately 2.4% per annum, over this same period, albeit following similar trends. Since its peak in 2011-12 with 7.2% growth, Ipswich has exhibited slowing growth, with most recent annual growth of 2.0%. This slowing was likely a result of declines in industries of manufacturing and construction. The significant reduction in state government spending on public sector building and construction likely contributed to the decline in these industries (Master Builders Queensland, 2018).

Figure A.2 Gross Regional Product, 2006-07 to 2016-17



Source: AEC (unpublished).

Prominent industries in Ipswich in 2016-17 included:

- Public administration and safety (contributed 12.6% to Gross Value Add (GVA))
- Manufacturing (12.4%)
- Health care and social assistance (8.6%)
- Construction (8.5%).

Three of these top industries' contributions to GVA have seen declines in growth since 2011-12. Public administration and safety remained relatively the same in terms of its contribution to GVA between 2006-07 and 2016-17, growing by 0.3% percentage points. Health care and social assistance grew by 1.6% percentage points, whereas manufacturing and construction fell by 5.2% and 0.6%, respectively. Construction and health care and social assistance were also two of the top contributors to GVA in Queensland, contributing 8.9% and 7.8%, respectively, in 2016-17.

Table A.1 Change in Proportion of Contribution to Gross Value Added, 2006-07 to 2016-17

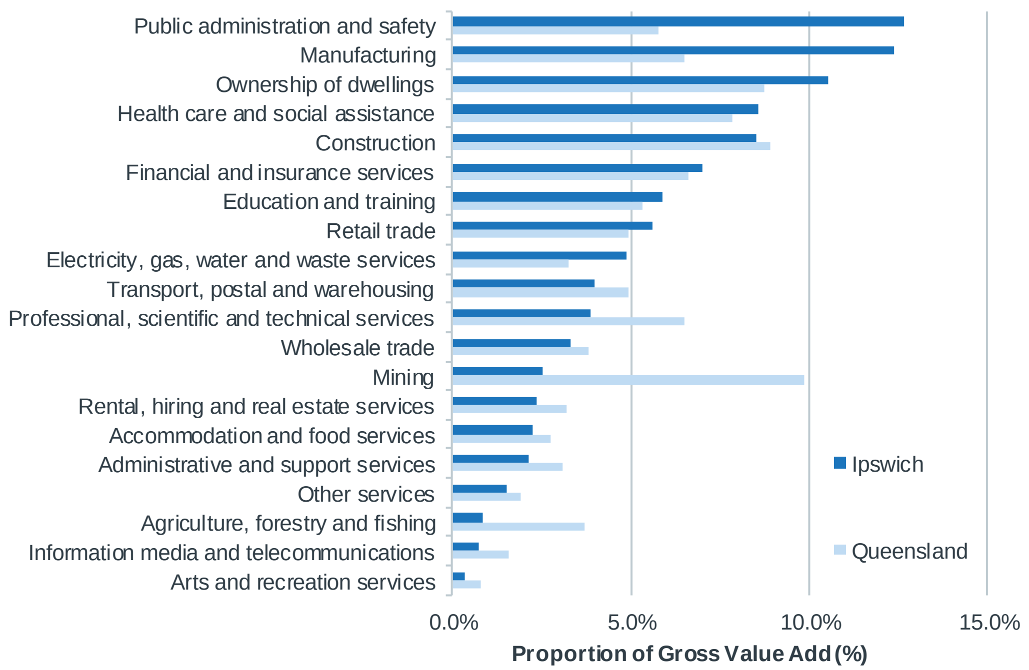
Industry	Change in GVA (percent points)
Financial and insurance services	2.6%
Health care and social assistance	1.6%
Electricity, gas, water and waste services	1.5%
Professional, scientific and technical services	0.7%
Agriculture, forestry and fishing	0.3%
Public administration and safety	0.3%
Information media and telecommunications	0.2%
Mining	0.1%
Rental, hiring and real estate services	0.1%
Retail trade	0.1%
Wholesale trade	0.0%
Accommodation and food services	0.0%
Education and training	0.0%
Administrative and support services	-0.1%
Arts and recreation services	-0.1%
Other services	-0.2%
Transport, postal and warehousing	-0.5%
Construction	-0.6%
Manufacturing	-5.2%

Source: AEC (unpublished).

Almost all the prominent industries in Ipswich contributed a greater proportion to Ipswich than they did to Queensland in 2016-17. Public administration and safety only contributed 5.4% to Gross State Product in Queensland, manufacturing contributed 6.1% and health care and social assistance contributed 7.3%.

Ownership of dwellings is a significant sector for both Ipswich and Queensland, contributing 9.9% and 8.2%, respectively, to GVA in 2016-17.

Figure A.3 Gross Value Add, 2016-17



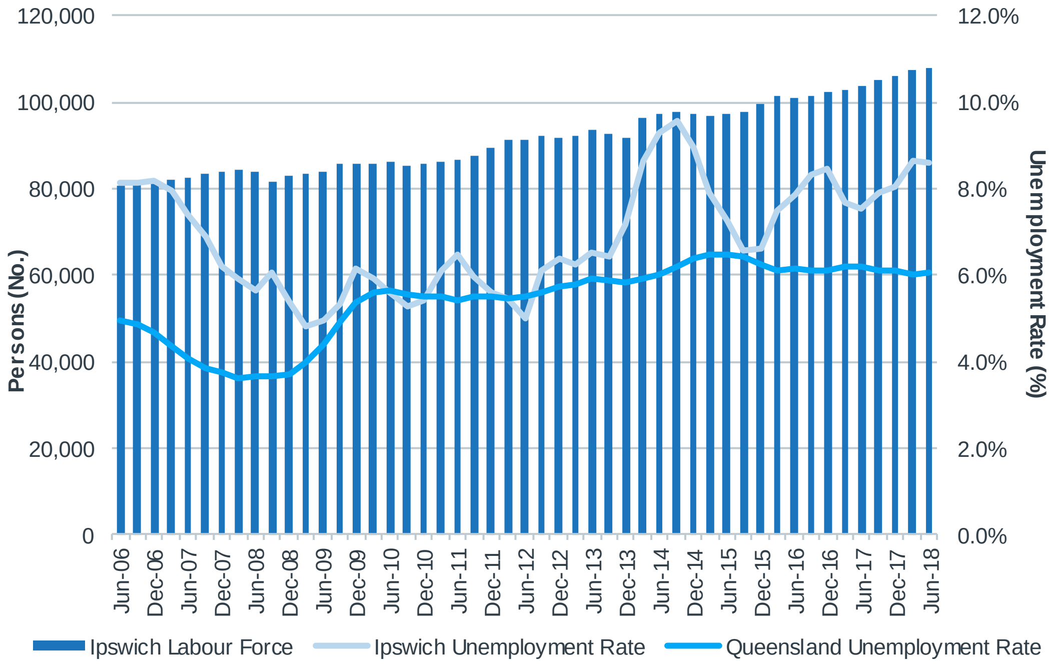
Source: AEC (unpublished).

Labour Force

Labour force in Ipswich has grown over time, with an average annual growth of 2.4% between June 2006 and June 2018, reaching approximately 108,000 in June 2018. This growth is higher than that of Queensland, which had an average annual growth of 1.9%.

The Ipswich unemployment rate has been volatile between June 2006 and June 2018, and typically higher than that of Queensland. Unemployment in Ipswich peaked in September 2014, with an unemployment rate of 9.6%. There has been a recent upward trend in unemployment since June 2012, largely led by high youth unemployment. During the peak period of unemployment in 2014, Ipswich was labelled as one of the hardest places in Australia to get a job for 15 to 24-year old's (Moore, 2014).

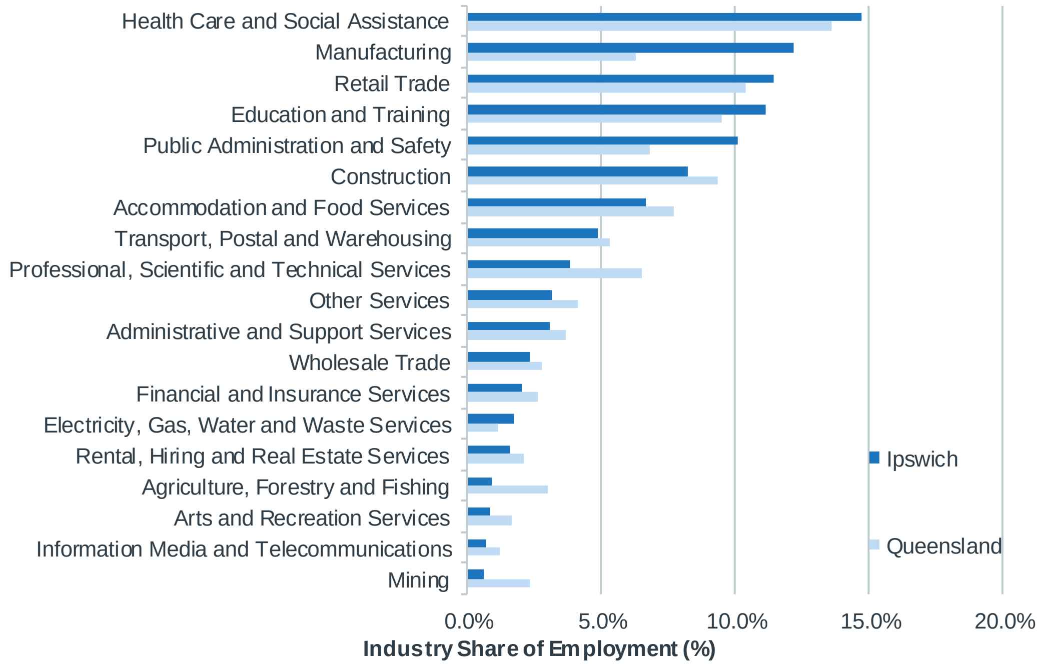
Figure A.4 Labour Force and Unemployment, June 2006 to June 2018



Source: DoJSB (2018).

Health care and social assistance was the highest employing industry in 2016, employing 14.7% of people working in Ipswich. Manufacturing and retail trade were other high employing industries, employing 12.1% and 11.4%, respectively, of people working in Ipswich. All these industries employed a greater proportion of people working in Ipswich than that in Queensland. Health care and social assistance and manufacturing are also two of the greatest contributors to GVA, indicating their significance to the Ipswich LGA.

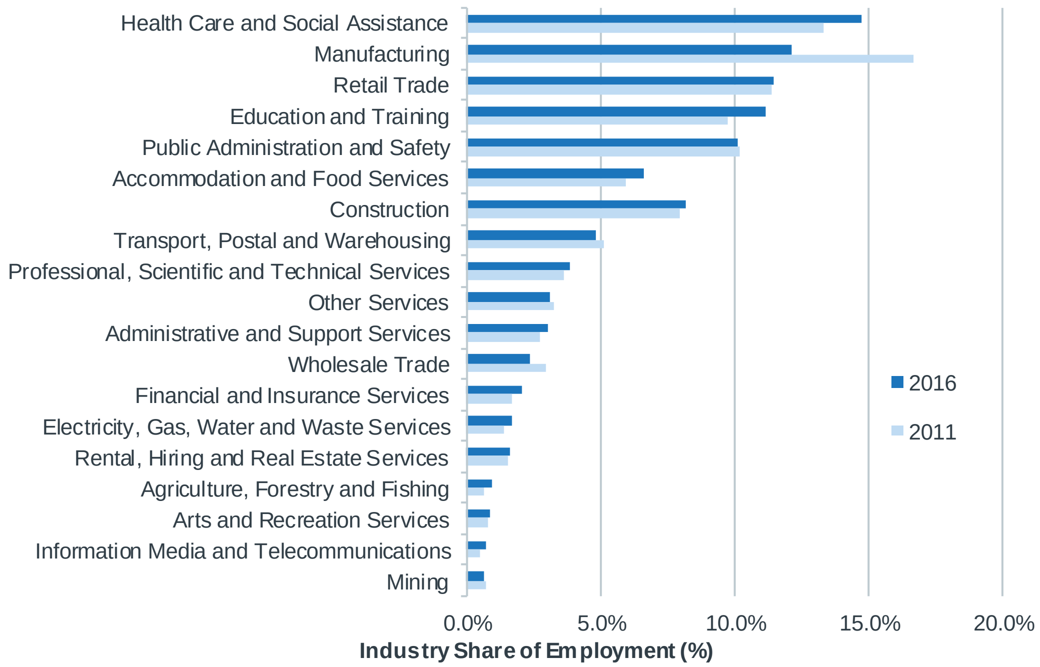
Figure A.5 Employment by Industry, Place of Work, 2016



Source: ABS (2017a).

Of these top three employing industries, health care and social assistance and retail trade grew in terms of employment between 2011 and 2016. However, manufacturing fell from employing 16.7% of people working in Ipswich in 2011 to 12.1% in 2016. The Ipswich region has experienced issues of accessing skilled staff to fit local business needs, shortages of people with the skills to diversify across the manufacturing production line, as well as difficulty in adapting to new processes and training their staff, leading to declines in employment in the manufacturing industry (Jobs Queensland, 2018).

Figure A. 6 Employment by Industry, Place of Work, Ipswich

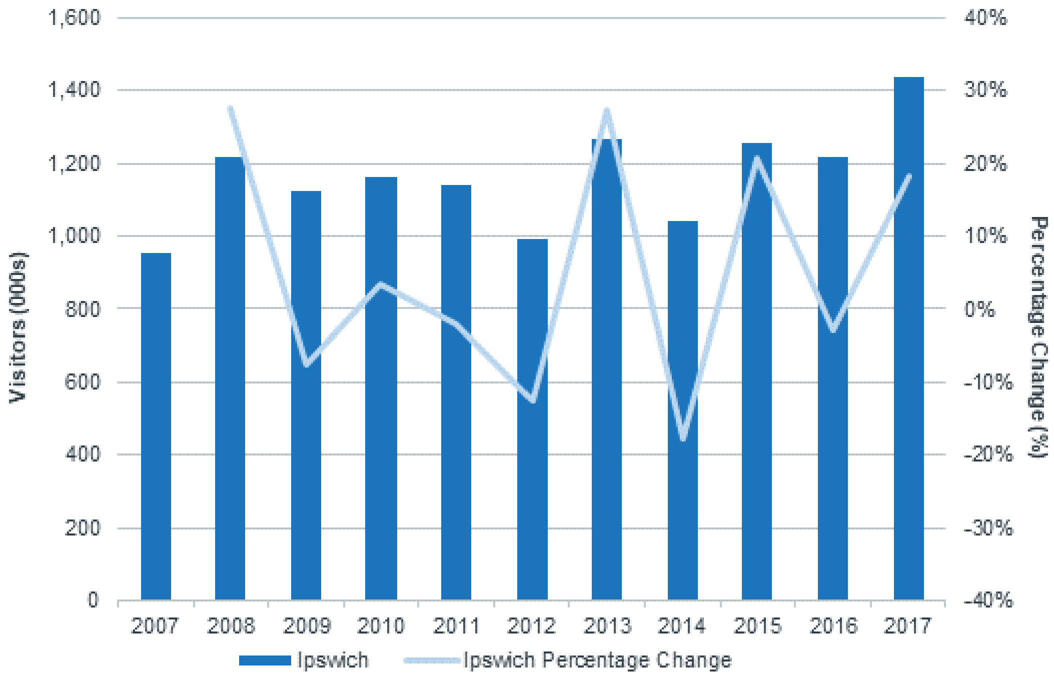


Source: ABS (2012), ABS (2017a).

Tourism

Total visitors to Ipswich[12] fluctuated between 2007 and 2017, ranging from approximately 955,000 in 2007, to 1.4 million in 2017.

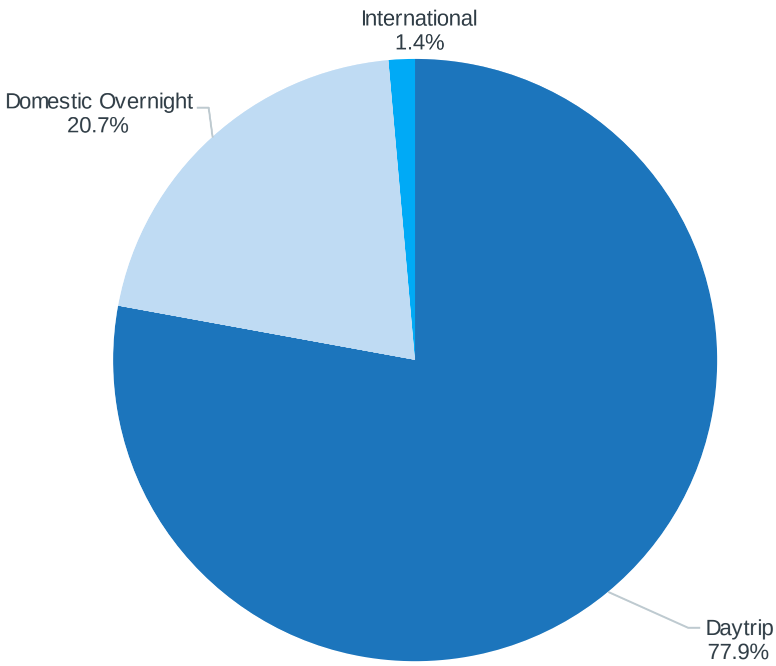
Figure A.7 Total Visitors and Annual Change, 2007 to 2017



Source: TRA (2018a), TRA (2018b).

Domestic daytrip visitors comprised the majority of visitors to Ipswich in 2017, making up 77.9% of total visitors. This was followed by domestic overnight visitors, contributing 20.7% of total visitors.

Figure A.8 Proportion of Visitor Type, 2017, Ipswich

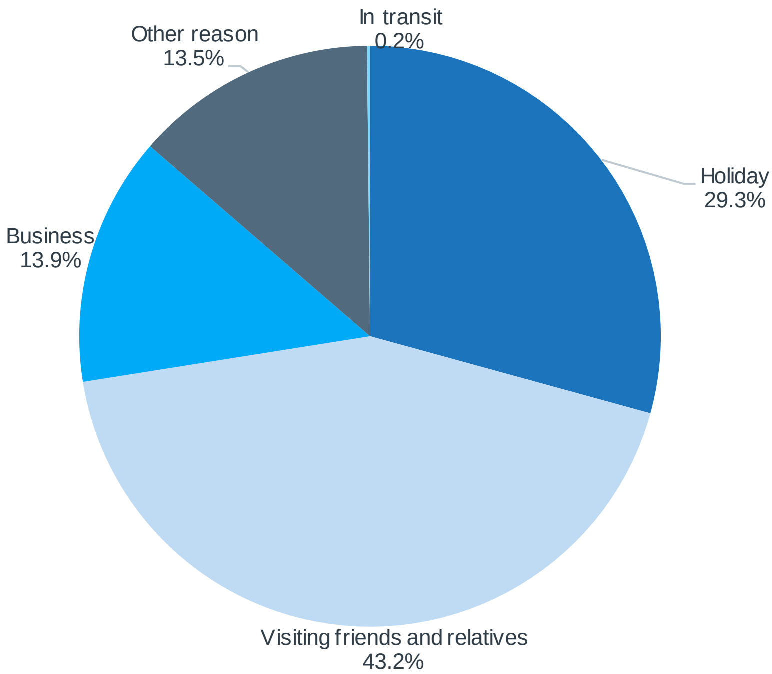


Source: TRA (2018a), TRA (2018b).

[12] Ipswich LGA data is made up of all SA2's in Ipswich LGA

In 2017, the main reason for visiting Ipswich was visiting friends and relatives, which comprised 43.2% of total visitors. This was followed by holiday (20.3%) and business (13.9%).

Figure A.9 Ipswich Reason for Trip, 2017



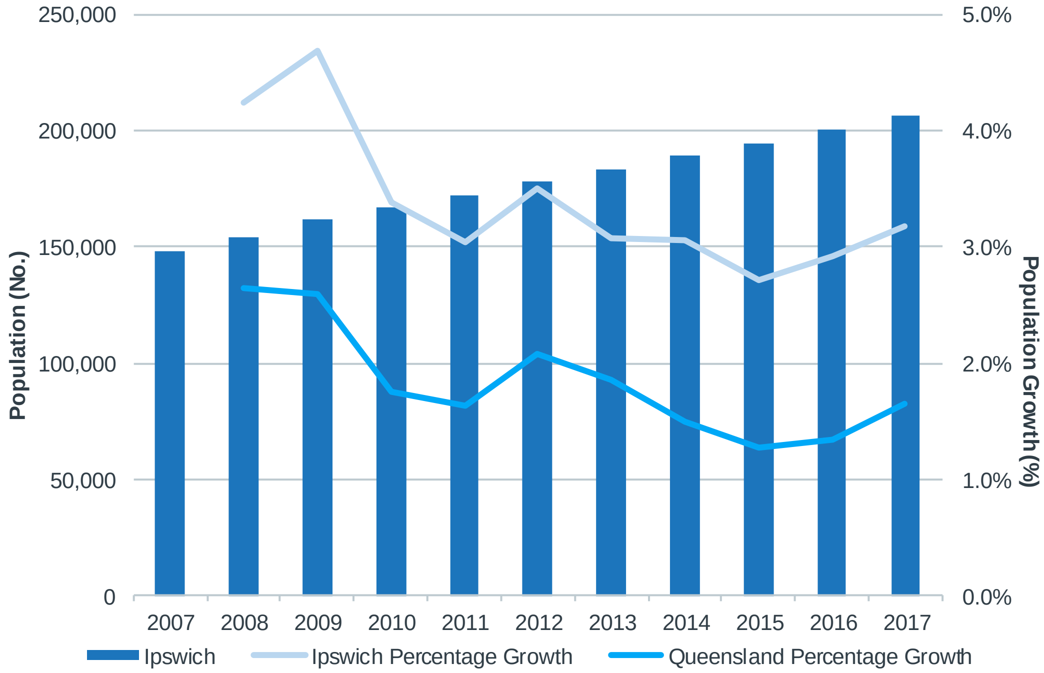
Source: TRA (2018a), TRA (2018b).

DEMOGRAPHICS

Population

Ipswich has had steady population growth between 2007 and 2017, increasing from 148,133 people in 2007, to 206,467 in 2017. Population grew at a stronger rate in Ipswich than in Queensland, with an average annual growth rate of 3.4% in comparison to 1.8%. The trend of Ipswich's population growth mirrored that of Queensland, albeit consistently higher. Population growth was strongest at the beginning of this ten-year period for both Queensland and Ipswich, although growth has picked up in both regions since 2015.

Figure A.10 Ipswich Population and Population Growth, 2007 to 2017



Source: ABS (2018c).

Of the SA2's comprising the Ipswich LGA, Redbank Plains had the largest population, with 20,949 persons, followed by Ipswich – East with 18,716 persons. Redbank Plains saw significant average annual growth of 7.4% between 2007 and 2017, whilst Ipswich – East only grew by 1.1% on average. Springfield Lakes had the third largest population and an average annual growth rate of 10.0%.

Most regions in Ipswich LGA grew between 2007 and 2017, except for Riverview with an average annual decline of 0.9%.

Table A.2 Historical Population, SA2s within Ipswich, 2007 to 2017

SA2 Region	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Rosewood	11,046	11,282	11,621	11,906	12,039	12,035	11,666	11,619	11,745	12,081	12,201
Brassall	8,002	8,355	8,913	9,145	9,454	9,916	10,245	10,581	10,930	11,222	11,600
Bundamba	7,570	7,625	7,764	7,959	8,085	8,316	8,569	8,774	8,992	9,187	9,405
Churchill - Yamanto	5,534	5,738	5,865	5,990	6,106	6,297	6,464	6,715	6,900	6,974	7,090
Ipswich - Central	6,430	6,572	6,636	6,752	6,857	6,848	6,835	6,815	6,804	6,782	6,818
Ipswich - East	16,746	16,827	17,107	17,276	17,444	17,694	17,916	18,027	18,234	18,521	18,716
Ipswich – North*	3,739	3,859	4,056	4,220	4,422	4,529	4,642	4,668	4,700	4,783	4,918
Karalee - Barellan Point	4,570	4,753	4,883	4,976	4,985	5,125	5,292	5,372	5,468	5,689	5,812
Leichhardt - One Mile	6,269	6,284	6,505	6,607	6,911	7,188	7,388	7,481	7,670	7,879	8,158
North Ipswich - Tivoli	6,161	6,284	6,428	6,488	6,526	6,538	6,546	6,545	6,556	6,573	6,617
Raceview	12,453	13,260	13,918	14,467	14,635	15,018	15,271	15,366	15,467	15,581	15,829
Ripley	2,654	2,766	2,865	2,889	2,921	3,183	3,507	3,889	4,305	4,755	5,451
Riverview	3,390	3,367	3,348	3,372	3,409	3,407	3,385	3,346	3,282	3,164	3,109
Bellbird Park - Brookwater	5,589	6,019	6,876	7,716	8,689	9,705	10,806	12,123	13,165	14,280	15,460
Camira - Gailes	9,290	9,297	9,306	9,331	9,357	9,365	9,409	9,433	9,467	9,511	9,545
Carole Park	0	4	7	11	15	12	10	7	5	4	4
Collingwood Park - Redbank	7,031	7,364	7,740	7,918	7,993	8,279	8,483	8,559	8,642	8,783	8,902
Goodna	8,538	8,843	9,211	9,394	9,649	9,892	10,334	10,649	10,911	11,271	11,474
New Chum	0	0	0	0	0	0	0	0	0	0	0
Redbank Plains	10,275	11,303	12,723	13,925	15,375	16,689	17,464	18,443	19,264	20,072	20,949
Springfield	6,196	6,604	6,762	6,845	6,867	6,893	6,936	6,955	6,989	7,054	7,148
Springfield Lakes	6,745	8,110	9,223	10,036	10,548	11,384	12,620	13,928	14,880	16,037	17,450

Note: *Only 98% of Ipswich North is in Ipswich LGA, but this data reflects the entire population of the SA2.
Source: ABS (2018c).

Population projections from the Queensland Statistician's Office suggest that Ipswich will grow up to 429,223 persons by 2036, and will exhibit strong annual growth over this period, averaging at 4.7%.

Of the SA2s comprising the Ipswich LGA, Ripley is projected to see the greatest growth, with an average annual growth of 17.2% and population reaching 108,628 people by 2036. This is likely projected due to the development of a master-planned community, allowing for 120,000 people to live there (Ecco Ripley, 2018). Rosewood is also projected to see large population growth, with an average annual growth of 8.6%, along with Springfield lakes, with an expected average annual growth of 6.2%.

Table A.3 Population Projections, Ipswich SA2 and LGA, 2011 to 2036

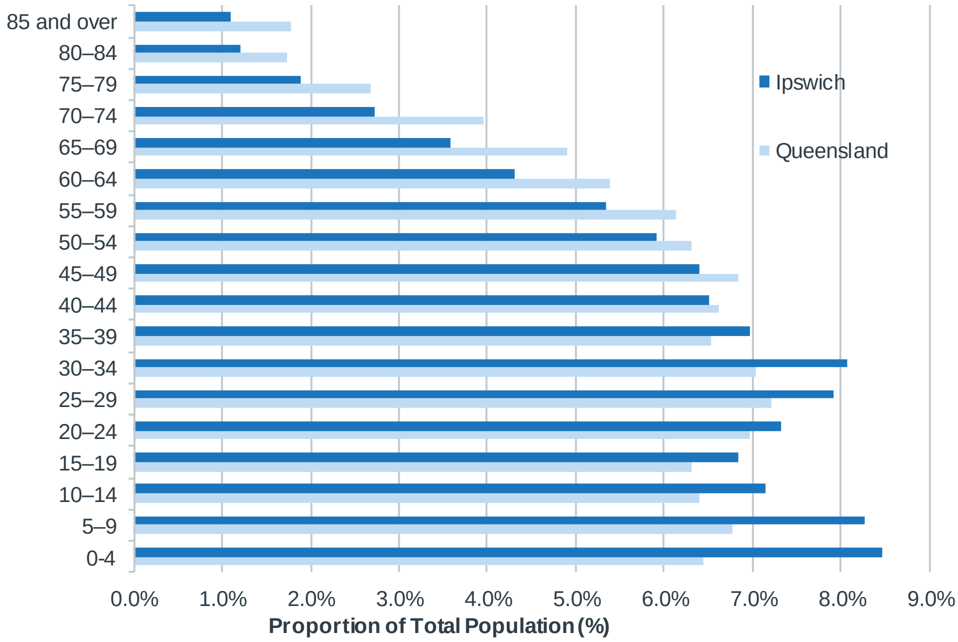
Region	Population					Average Annual Growth (2017-2036)
	2017	2021	2026	2031	2036	
Rosewood	12,196	15,009	23,809	37,405	57,520	8.6%
Brassall	11,595	12,388	13,740	15,114	17,111	2.2%
Bundamba	9,401	10,071	11,671	12,766	14,328	2.4%
Churchill - Yamanto	7,087	7,460	8,032	8,699	9,209	1.5%
Ipswich - Central	6,815	7,464	9,187	11,301	14,659	4.2%
Ipswich - East	18,708	19,545	21,257	23,382	24,906	1.6%
Ipswich - North	4,914	5,086	6,049	7,018	8,509	3.1%
Karalee - Barellan Point	5,809	5,977	6,509	7,139	8,110	1.9%
Leichhardt - One Mile	8,154	8,379	8,952	9,634	10,505	1.5%
North Ipswich - Tivoli	6,614	7,121	8,042	9,143	10,515	2.6%
Raceview	15,822	16,497	17,759	18,972	20,208	1.4%
Ripley	5,449	18,608	44,946	77,533	108,628	17.2%
Riverview	3,108	3,254	3,406	3,569	3,729	1.1%
Bellbird Park - Brookwater	15,453	18,697	27,386	38,350	49,530	6.4%
Camira - Gailes	9,541	9,773	9,971	10,197	10,464	0.6%
Carole Park	4	4	4	4	4	0.0%
Collingwood Park - Redbank	8,898	9,707	11,322	12,965	15,426	3.1%
Goodna	11,469	12,081	12,848	13,539	14,201	1.3%
New Chum	0	0	0	0	0	-
Redbank Plains	20,940	22,767	26,228	28,664	30,902	2.2%
Springfield	7,145	7,247	8,136	8,981	10,617	2.2%
Springfield Lakes	17,442	21,546	31,618	41,424	53,118	6.2%
Total*	**206,565**	**238,682**	**310,872**	**395,797**	**492,200**	**4.7%**
Ipswich LGA	**206,467**	**238,580**	**310,750**	**395,654**	**492,028**	**4.7%**

Note: Total and Ipswich LGA do not match due to the inclusion of the entirety of Ipswich-North in the total calculation.
Source: QGSO (2015).

Population by Age

Ipswich has a younger population than Queensland, with a median age of 34 years, whilst Queensland has an average age of 37.9 years. The largest age group in Ipswich is 0-4 years old, comprising 8.5% of the population. In Queensland, the largest age group is 25-29 years old, comprising 7.2% of the population.

Figure A.11 Population by Age, 2017



Source: ABS (2018b).

Indigenous Population

In 2016, Ipswich has a slightly larger indigenous representation compared to Queensland, with Ipswich's Indigenous population comprising 4.6% of the total population, in comparison to 4.2% in Queensland (ABS, 2017b).

Country of Birth

Table A.4 shows the top ten countries of birth for the Ipswich LGA in 2016. In this year, 78.4% of the population were born in Australia, followed by 6.1% born in New Zealand and 4.0% born in the United Kingdom. A marginally higher proportion of the Ipswich population was born in Australia and New Zealand in comparison to Queensland.

Table A.4 Country of Birth, Top 10, 2016

Country	Ipswich	Queensland
Australia	78.4%	76.7%
New Zealand	6.1%	4.6%
United Kingdom, Channel Islands and Isle of Man	4.0%	4.9%
India	1.0%	1.1%
Philippines	1.0%	0.9%
Vietnam	0.6%	0.4%
South Africa	0.5%	0.9%
Fiji	0.4%	0.3%
Netherlands	0.3%	0.3%
China (excludes SARs and Taiwan)	0.3%	1.1%
Born Elsewhere	7.3%	8.7%
Total	**100.0%**	**100.0%**

Source: ABS (2017b).

Language Spoken at Home

Table A.5 shows the top languages spoken at home for the Ipswich LGA in 2016. In 2016, 87.6% of the population spoke English only. This was followed by 2.3% who spoke Samoan and 1% who spoke Vietnamese. Samoan was more prominent in Ipswich than in Queensland.

Table A.5 Language Spoken at Home, Top 10, 2016

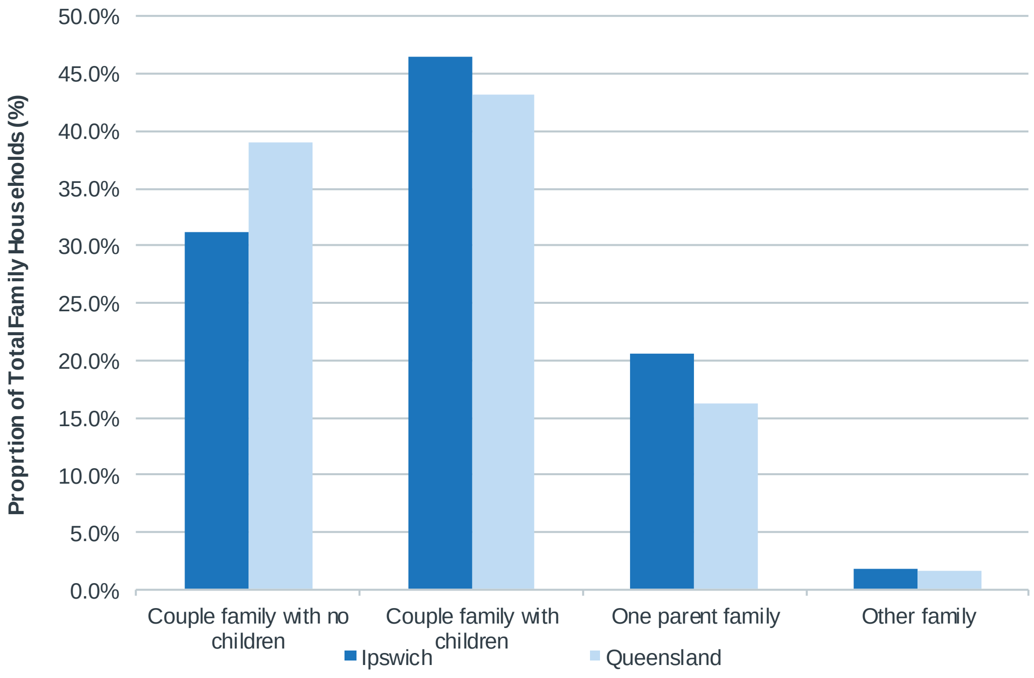
Language	Ipswich	Queensland
Speaks English only	87.6%	87.3%
Samoan	2.3%	0.3%
Vietnamese	1.0%	0.6%
Spanish	0.6%	0.5%
Hindi	0.5%	0.4%
Chinese languages: Mandarin	0.5%	1.6%
Tagalog	0.4%	0.4%
Filipino	0.3%	0.3%
Arabic	0.3%	0.3%
Punjabi	0.3%	0.4%
Other	6.3%	8.0%
Total	**100.0%**	**100.0%**

Source: ABS (2017b).

Family and Household Type

In 2016, the main family composition in Ipswich was couple family with children, comprising 46.6% of total family households. This was greater than when compared with Queensland, where 43.2% of total family households were couple families with children. Couple families with no children comprised the second largest proportion of family composition, with 31.2%. This type of family composition made up a higher proportion of Queensland, with 39% of total family households.

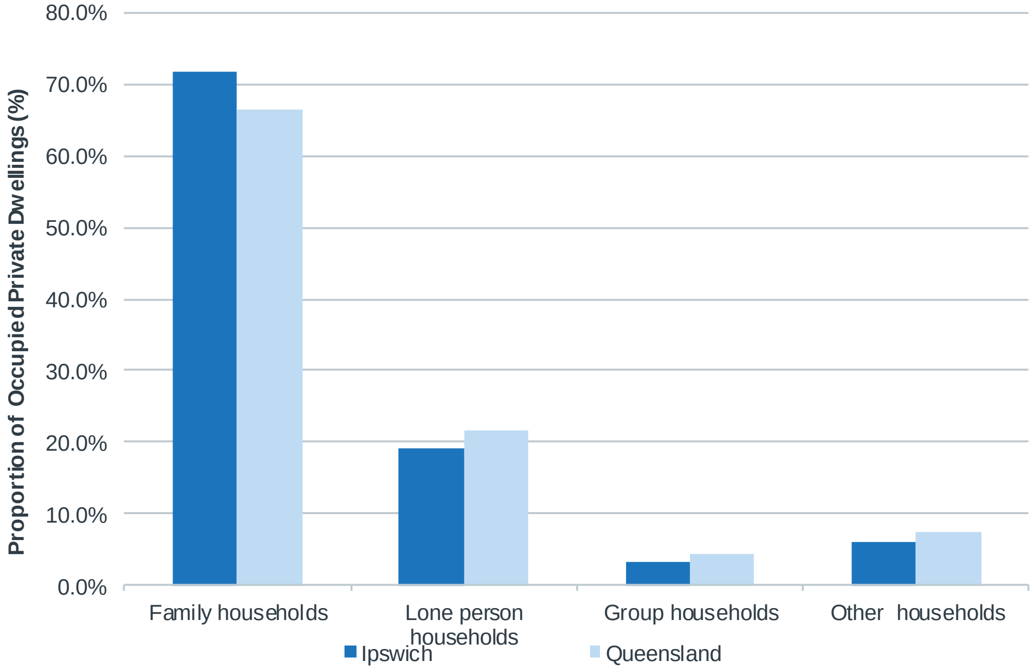
Figure A.12 Family Composition, 2016



Source: ABS (2017b).

The main type of household in 2016 was family households for both Ipswich and Queensland. This type of household comprised 71.7% of households in Ipswich, compared to only 66.4% in Queensland. Lone person households accounts for the second highest proportion of household composition in both Ipswich and Queensland.

Figure A.13 Household Composition, 2016



Source: ABS (2017b).

Internet Connections and Use

Internet connection is similar in both Ipswich and Queensland, with almost 86% of both regions having internet accessed from dwellings in 2016.

Table A.6 Internet Connection, 2016

Region	Ipswich	Queensland
Internet accessed from dwelling	85.8%	85.9%
Internet not accessed from dwelling	14.2%	14.1%
Total	**100.0%**	**100.0%**

Source: ABS (2017c).

Education Levels

Ipswich had a lower level of high school completion in 2016 than Queensland, with 51.2% of the population having completed high school in comparison to 55.5% in Queensland.

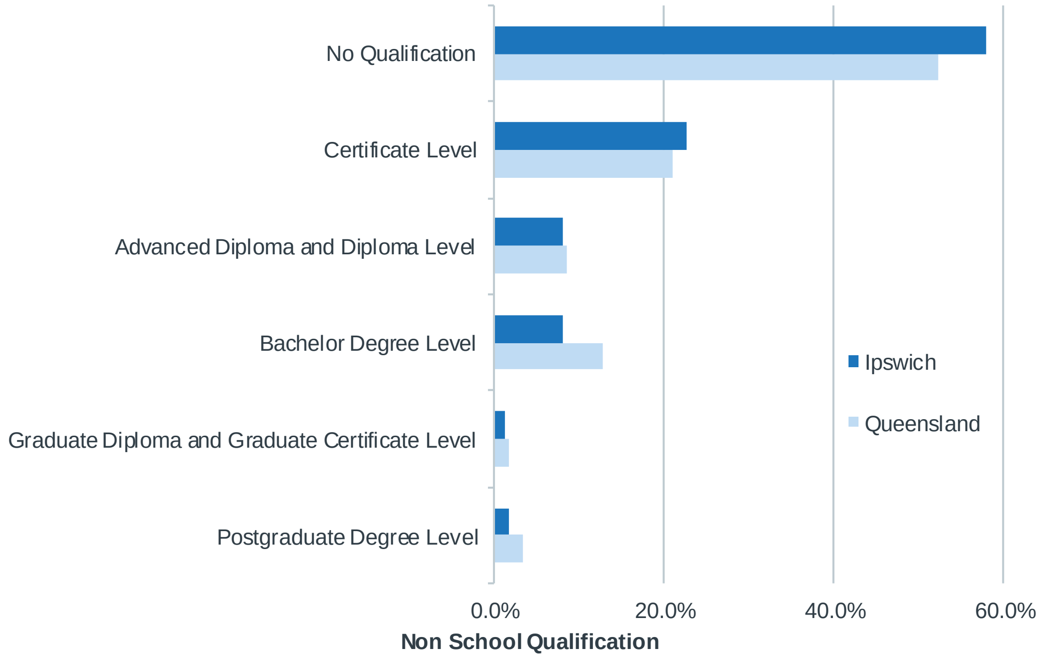
Table A.7 High School Completion, 2016

Region	Ipswich	Queensland
Completed high school	51.2%	55.5%
Did not complete high school	48.8%	44.5%
Total	**100.0%**	**100.0%**

Source: ABS (2017c).

The distribution of non-school qualifications is similar in Ipswich and Queensland. Excluding no qualification, certificate level was the most common form of qualification for both Ipswich and Queensland, comprising 22.8% and 21.0% of the population, respectively. Persons with a Bachelor level qualification had the largest discrepancy between Ipswich and Queensland, with 8.2% of Ipswich having a Bachelor level qualification, whilst 12.8% of Queensland had a Bachelor level qualification.

Figure A.14 Non School Qualification, 2016



Source: ABS (2017c).

Household Income

In 2016, Ipswich LGA had a lower average weekly household income when compared to Queensland. Of the SA2s within Ipswich, Karalee – Barellan Point had the greatest average weekly household income, more than $600 higher per week than the average Ipswich income. Riverview had the lowest average weekly household income, with $1,144 per week.

Table A.8 Average Weekly Household Income, 2016

Region	Average Weekly Household Income
Rosewood	$1,602
Brassall	$1,515
Bundamba	$1,418
Churchill - Yamanto	$1,718
Ipswich - Central	$1,501
Ipswich - East	$1,371
Ipswich - North	$2,126
Karalee - Barellan Point	$2,249
Leichhardt - One Mile	$1,273
North Ipswich - Tivoli	$1,332
Raceview	$1,615
Ripley	$2,010
Riverview	$1,144
Bellbird Park - Brookwater	$2,189
Camira - Gailes	$1,637
Carole Park	-
Collingwood Park - Redbank	$1,590
Goodna	$1,386
New Chum	-
Redbank Plains	$1,521

Region	Average Weekly Household Income
Springfield	$2,000
Springfield Lakes	$2,063
Ipswich	**$1,642**
Queensland	**$1,727**

Source: ABS (2017c).

Socio-Economic Indexes for Areas (SEIFA)

Socio-Economic Indexes for Areas ranks areas in Australia according to relative socio-economic advantage and disadvantage, which relates to people's access to material and social resources, and their ability to participate in society.

The following three indices are provided in the table below for each SA2 within Ipswich as well as Ipswich LGA, with a lower ranking representing a greater degree of disadvantage:

- Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD), which consists of dimensions of income, education, employment, occupation and housing.
- Index of Education and Occupation (IEO), which includes variables relating to the educational and occupational aspects of relative socio-economic advantage and disadvantage (e.g. skills, qualifications).
- Index of Economic Resources (IER), which includes variables relating to financial aspects of relative socio-economic advantage and disadvantage (e.g. indicators of high and low income, variables that correlate with high or low wealth).

Ipswich ranked relatively low across each of the three indices in 2016. The region ranked lowest in the IEO, within the 31st percentile when compared to Australia, and 55th percentile within Queensland. This was followed by the IRSAD, where the region ranked within the 43rd percentile within Australia, and 63rd in Queensland. The region ranked marginally higher in the IER. This indicates a reasonable level of disadvantage, particularly regarding education and occupation.

Within Ipswich, Riverview ranked the lowest, ranging between the first and fourth percentile across all indices for both Queensland and Australia. This indicates high disadvantage across all areas. Karalee – Barellan Point ranked relatively high across all indices, indicating higher advantage. This aligns with the higher average weekly household income for the region.

Table A.9 Socio-economic Indexes for Areas, 2016

Region	Score			Percentile within Australia			Percentile within Queensland		
	IRSAD	IEO	IER	IRSAD	IEO	IER	IRSAD	IEO	IER
Rosewood	952	925	1,014	30	20	58	34	28	60
Brassall	928	922	953	20	19	23	24	26	28
Bundamba	902	892	929	12	10	15	13	12	18
Churchill - Yamanto	959	920	999	33	19	48	36	25	51
Ipswich - Central	933	975	910	22	46	10	27	51	12
Ipswich - East	906	917	918	13	18	12	15	24	15
Ipswich - North	1,033	1,003	1,082	65	56	88	70	61	90
Karalee - Barellan Point	1,066	1,027	1,111	78	65	95	84	70	97
Leichhardt - One Mile	843	859	884	3	4	6	4	4	7
North Ipswich - Tivoli	905	915	930	12	17	15	14	23	18
Raceview	948	922	986	29	19	41	32	26	45
Ripley	1,037	981	1,077	66	48	86	72	53	89
Riverview	798	817	835	2	1	3	3	2	4
Bellbird Park - Brookwater	1,041	1,008	1,060	69	58	81	75	62	84

Region	Score			Percentile within Australia			Percentile within Queensland		
	IRSAD	IEO	IER	IRSAD	IEO	IER	IRSAD	IEO	IER
Camira - Gailes	954	922	998	31	19	47	35	26	50
Carole Park	-	-	-	-	-	-	-	-	-
Collingwood Park - Redbank	938	911	972	25	16	33	29	21	36
Goodna	868	865	896	6	4	8	7	5	10
New Chum	-	-	-	-	-	-	-	-	-
Redbank Plains	906	877	938	13	7	17	15	7	21
Springfield	1,005	969	1,042	54	43	74	57	48	78
Springfield Lakes	1,046	1,029	1,038	71	66	71	76	71	75
Ipswich	**948**	**932**	**976**	**43**	**31**	**44**	**63**	**55**	**64**

Source: ABS (2018a).

APPENDIX B: THE STRATEGIC AND COMMUNITY VALUE OF LIBRARIES

INTRODUCTION

Nationally, public libraries are highly appreciated by citizens and offer significant value[13]. Recent research on behalf of the State Government of Queensland identified that the economic benefit for every dollar invested in libraries returns between $3.10 to $5.00 to the regional economy[14] in the form of library members spending in travelling to and from libraries, retail shopping and purchasing food and drink.

The same report also noted that through sharing community library resources, every Queensland library member saves on average $345 per year on services that they would otherwise have to pay for, such as lending materials, online services, Wi-Fi and newspapers.

The 2018 Ipswich Libraries community survey pointed to the high value people place on library services with over 92% reporting that borrowing books, DVDs and music were important/very important *even if they didn't use the service*. Moreover, over 73% reported digital services and collections as important/very important, again, even if they didn't use them.

LEARNING AND LITERACY

Literacy is a foundation skill used throughout life to allow people to thrive socially, economically and gain access to work. Research shows that 80% of language is learned before a child is 5 years old and children (typically from less wealthy homes) who do not have exposure to books and language before school can be as much as 14 months behind those having had access[15]. Libraries are one of the key services to provide this.

Those people with poor literacy skills also have no or little contact with government agencies, yet when literacy is improved, engagement grew to 16%. Although Australia is reporting growth in access to the internet from home (86% of the urban population; 77% in remote areas – 85.8% in Ipswich), there is a deepening divide[16], particularly for those with less education, including the unemployed, disabled, those with mobile only access, women and older people[17].

The risks of low literacy are social isolation, drug-use, unemployment and crime that have flow-on impacts on the community (and to Council) in terms of cost and anti-social behaviour. Conversely, those with good literacy skills are more likely to vote, smoke less, drink less, have better mental health, be better skilled and create a more flexible workforce.

Simply by improving literacy, the likelihood of individuals being reliant on state benefits reduces from 19% to 6% and increases the chances of being able to use a computer at work from 48% to 65%.[18]

Literacy is a precursor to digital engagement[19]**.** Not only do literacy programs make a positive impact on a person's life, their chances of digital engagement are higher as reading and writing skills are 'essential precursors to digital literacy'[20]. As more basic services such as banking, health, retail, education and communication become

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[13] Australian Public Libraries Statistical Report 2014-2015, National and State Libraries Australasia, accessed 14 July 2017 http://www.nsla.org.au/sites/www.nsla.org.au/files/publications/NSLA.Aust-PubLib-Stats_2014-15_2.pdf

[14] The Library Dividend summary report A guide to the socio-economic value of Queensland's public libraries September 2012

[15] http://first5forever.org.au/

[16] Ewing, S. (2016, Feb 23). Australia's digital divide is narrowing but getting deeper. The Conversation. http://theconversation.com/australias-digital-divide-isnarrowing-but-getting-deeper-55232

[17] Measuring Australia's Digital Divide, The Australian Digital Inclusion Index 2017[17] https://digitalinclusionindex.org.au/the-index-report/report/

[18] National Literacy Trust, Literacy Changes Lives, 2008

[19] National Literacy Trust. Literacy Changes Lives, 2008

[20] ALIA Australian libraries: the digital economy within everyone's reach, 2017 p10

available only in digital format, it is likely that many will be left behind, isolated and at risk of losing their role in and contribution to society.

It is estimated[21] that online transactions are considerably less expensive for organisations than transactions over the phone (20 times more expensive) and in person (50 times as costly). Helping the community build digital skills can therefore benefit both Council and the individuals it serves.

Libraries also play a role in providing access to basic technology (internet access, eResources, PCs, laptops, scanners and tuition) and just as importantly a safe, non-threatening space with helpful staff to grow community confidence in the digital world and avoid being excluded.

SPACES AND CONNECTION

Libraries have always been a key meeting place for the community, from their early days as Mechanics Institutes and Schools of Arts to the present day's rich offer of book store, café, information service, heritage rooms, childrens' zones, study spaces and seminar rooms. Libraries are well positioned to strengthen a region's resilience during times of uncertainty and emergencies, strengthening the social networks and providing safe places to meet, seek help and be welcome no matter your background.

The library is also seen as a safe and neutral place for people to share in robust debate, discuss opinions and learn new perspectives. Libraries reach out to all groups, including business and community groups to provide opportunities to access resources, learn or create. Equipment such as 3D printers and emerging technology can be made available to allow groups and individuals to push their entrepreneurial and creative boundaries or develop work skills.

Libraries also play a key role in connecting the community to key Council initiatives, developing and supporting programs around locally-important issues and providing professional information services.

It is not just about bringing people together to socialise in what has sometimes been called 'The Third Space', but to provide a place to enter alone and 'just be' with others, with no pressure to interact. In itself this can improve mental well-being by providing a safe, neutral place where people can be in a noisy or peaceful study space. It is all about choices.

WHAT IS HAPPENING GLOBALLY?

Libraries are proactively responding to increased expectation from communities, tightening budgets, and changes in daily life and work:

- **The Destination or Signature Library**. Larger library buildings co-located with other services, attractions and retail create a hub or destination. Libraries are now seen as catalysts for urban regeneration, place making, showcasing technology and providing valuable foot-fall for neighbouring businesses.
- **The Third Place/ Fourth Place**. Libraries as community living rooms away from the workplace and home, offering the latest in aspirational interior design, refreshments and family-friendliness. The Fourth Place[22] is a recently coined term for the emerging trend for co-working and a sharing approach to life and work places.
- **Local and unique.** Consumers are responding to local boutique and artisan products and libraries are responding reflecting the locale using local building materials and images.
- **Local pride, local heritage, embracing many cultures**. In response to increasing globalisation, libraries are encouraging and embracing local culture by gathering stories and partnering to celebrate and nourish traditions. Heritage materials such as home and family histories are in growing demand and digitisation projects enable remote access world-wide. Libraries are also collaborating to revitalise First Peoples'

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[21] https://www.gov.uk/government/publications/digital-efficiency-report/digital-efficiency-report

[22] A Typology of Places in the Knowledge Economy: Towards the Fourth Place". Morisson, Arnault , 2018

languages and traditions and working with new arrivals to provide a greater level of mutual understanding and belonging and reduce social isolation and unwelcoming attitudes.

- **Digital subscription-sharing** of eResources such as eBooks, images and eJournals. Libraries provide curated collections of members-only subscription services not available on the Web, allowing people shared access to books, film, music and information. With more and more material moving behind pay-walls, libraries are providing equal access for all.
- **Life-long learning.** Libraries bring people together to learn skills from each other and from specialists such as how to better manage money and engage with technology. Programs can also provide coaching opportunities such as *Bookstart*[23] and *Get it Loud in Libraries* (now an international program) where young people can learn event management, with record companies providing major bands to play in libraries.
- **Making and creating.** The re-emergence of DIY and upcycling has led to the maker movement and Maker Spaces, from low-tech composting and bee-keeping to IT coding and circuitry, running parallel to promoting books, magazines and eResources on these subjects.
- **Digital coaching**. Libraries are increasingly providing technology skills (digital literacy coaching) and access to emerging technology to give people the skills and confidence for the basics in life and work.
- **Information Literacy**. Library staff can provide the skill to sift good quality information from the overwhelming supply of untrustworthy or erroneous data.
- **Sharing Library Networks.** Public library services each have their own collections containing mainstream and uniquely local material and joint purchasing is increasing between Councils, States and even across nations.
- **Reading Revival**. Print books are still being published, purchased and borrowed, despite forecasts to the contrary. eBooks continue to grow in popularity but still only account for a fraction of stock and loans. Print reference collections however (encyclopedia, yearbooks and the like) are almost gone, except for original heritage materials that are also growing in popularity.
- **A safe place to share opinions** and understand others' perspectives and cultures, increasingly libraries are also delivering programs and sessions such as Pecha Kucha and TEDx to expand people's horizons.

WHAT IS HAPPENING IN AUSTRALIA?

A comparison between the 2016/17 and 217/18 State Library of Queensland Statistical Bulletin see the following increase in;

- Total expenditure, operating and collections expenditure.
- Loans of eBooks and eAudiobooks and eDownloads.
- Opening hours.
- Staffing.
- Public access and internet computers.
- Larger multifunctional buildings
- Alternative approaches to servicing more remote areas including partnerships, smaller vehicles with tailored stock, automated lockers, home delivery and eBooks/eAudio.

The following indicators have experienced little change.

- Collections size.
- Memberships.

[23] *Bookstart* early literacy project UK 1992 https://www.booktrust.org.uk/what-we-do/programmes-and-campaigns/bookstart/practitioners/history/

- Loans of print and physical collections.
- Visits.

WIFI sessions have dropped as have the number of learning programs/ participation.

Also reported was a move away from larger mobile library vehicles and a reduction of community-run sites (replaced with professionally run sites).

The United Nations 2030 Agenda

Australia has recently committed to progressing the economic, social and environmental development goals outlined in this global initiative. Public libraries in Australia have been recognised as key in delivering at least 5 of these targets through the provision of universal and affordable access to information, technology and skills development, protection of cultural heritage and building literacy skills. Australia has opted to report voluntarily on progression towards the 17 goals and discussions are under way between the national library association ALIA and DFAT to formalise the role of public libraries in this initiative.

Library Trends

- **School-readiness and early literacy.** Forward-thinking library services around Australia are increasingly acknowledging and optimising their key role in introducing children and their parents to literacy through interactive activities, the provision of lending stock and online resources. Structured sessions such as *Wiggle Giggle Read* or *Baby Bounce and Rhyme* coach parents and carers as ‘first teachers’.[24]
- **First 5 Forever (F5F) program**. More recently, this Queensland State Government funded initiative has been rolled out through public libraries providing parents and carers with experiences that support them in their child’s ‘literacy journey’. According to the project, “Queensland children need to start kindy and school stronger in their language and comprehension development and with more confidence in reading.”[25] Supporting this, research shows that 58% of parents do not read regularly to their pre-schoolers and 17% of five-year-old children are at risk of not developing the reading skills they need to succeed in the workplace. Ipswich Libraries have been highly engaged in this project, providing many initiatives including Baby Bounce, Toddler Time and Story Time sessions across the community.
- **Summer reading programs.** Over the summer school break, children, particularly those from less wealthy families, are at risk of falling behind in their literacy skills, known as the ‘Summer Slide’ in the teaching profession. These children are often 12-14 months behind in their literacy when they start or recommence school so this regression in reading can impact significantly. Public libraries step up to the challenge by providing structured and engaging ways to grow the reading habit and improve a child’s chances in life.
- **Creativity incubators.** The last five years has seen the consolidation of creative spaces in public libraries into *Makerspaces, Playpens* or *Digital Sandpits.* Ipswich Libraries are considered to be a leader in this field, with their seamless, open experience of a range of low and high-tech experiences including Virtual Reality, stop-motion filming equipment and 3D printing.
- **Resource sharing and collaboration.** A single membership system, ‘One Card’, has been introduced in South Australia across all libraries which allows access to all resources across all Councils. In several states purchasing consortia are in place and growing. The National Library also provides its digital images through Trove and the State Library of Queensland provides access to many shared resources that can be accessed.
- **Provision of digital services.** This is an ongoing challenge for most Australian libraries limited by poor internet speeds and the need for constant upgrades. A key solution is investment in shared internet access and technology equipment in libraries. Providing technical infrastructure is now seen as core as providing water and power to communities. While good progress is being made at national and State level to develop coordinated advocacy and initiatives, other solutions may be required such as major partnerships from local

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[24] Little Big Book Club, South Australia 2006

[25] http://www.slq.qld.gov.au/whats-on/programs/first-5-forever Fast Facts

or technology industries or philanthropy. The increased prevalence of mobile devices has seen an increased need for services and programs around BYOD (Bring Your Own Device) to help people access resources.

- **Community connections.** Library spaces in Queensland and around Australia are being designed for the future, with multiple spaces for a range of activities. The Gold Coast, Geelong, Noosa, Melbourne, Moreton Bay Libraries and many others have co-located with aquatic centres, art galleries, retail, makerspaces and have secured funding from developers, State and Federal governments in addition to commitments through their own budgets.
- **Boosting participation, removing barriers.** Such as the removal of overdue charges which is now the norm for the majority of Queensland Councils. or identification at enrolment. There is a move to further reduce any barriers to participation such as relaxing the need for identification for membership.
- **Servicing rural areas**. There is a trend away from large, costly mobile library vans to a range of alternatives including more personal deliveries, smaller vans with newer stock tailored to the customers visited. In addition, a range of other services are in use such as pop-up programs, self-service book lockers and rural collaborations in spaces such as cafes where Council provides shared resources such as WIFI, collections and programs.

CASE STUDIES

Community Hubs and Partnerships CHaPs

CHaPs, the Queensland initiative that began in 2014 brings partners (all levels of government, NGOs and industry) together to create multifunctional facilities aiming to deliver better and more cost-effective outcomes for communities. The facilities tend to be a mix services that include health/wellbeing, learning and employment, open space, sport/recreation, community services, public transport and active transport nodes, cultural amenity and commercial offerings. On an operational level it helps parties agree the scope, operational functions and funding obligations from each partner.[26]

Supporting economic development

Successful community hubs are catalysts for economic development as they attract additional investment from industry that creates employment opportunities and contributes to place-making. CHaPs's achievements for economic growth include "facilitating complex projects that contribute to local economic growth and job creation, maximising infrastructure development opportunities in partnership with industry throughout Queensland and has saved tens of millions of dollars in capital investment costs."

Supporting community building

The other aim of the initiative is to improve access to quality services (increasing service visibility and participation) through co-location and place-based decision-making; "its unique approach encourages innovation in the design, location and sharing of social infrastructure that improves the accessibility of services, connects communities and maximises investment. It responds to the challenges of delivering cost-effective and responsive services and social infrastructure in line with population growth and increasingly constrained funding environments."

[26] www.dsdmip.qld.gov.au/chaps accessed 23.1.19

UPPER COOMERA COMMUNITY HUB

Facing a doubling in population in Upper Coomera, the Gold Coast Council instigated a partnership approach that not only delivered an affordable facility for the community but also combined several services to create a significant destination. Partners included the Regional Development Fund and the Wesley Mission. The facility houses a library, a youth space, aquatic centre, community hall, meeting rooms, Councillor's office, art workshop, a small park, café, walks and cycling trails. Total cost $23.5M. Outcomes include shared management costs, shared staffing, shared amenities/costs and income-generation.

THE FRANK BARTLETT LIBRARY AND MOE SERVICE CENTRE

The Moe community (Victoria, pop.17,000, mining, dairy region) has high unemployment and a lack of services forcing people to travel outside the area. The 2,000m2 library has been designed to bring two disjointed parts of the city together and creating a destination for locals and visitors.

It is co-located with a café, health consulting rooms, public bookable meeting rooms, a community kitchen and a council service desk and call centre. It provides lounge spaces, a rooftop garden and a North-facing marketplace for longer visits. Total cost $14M; local, State and Federal funding. Outcomes; the two-storey facility has engendered community pride and offers this modest city an iconic landmark and a community living room with inspirational mountain views.

THE EXCHANGE AT DARLING SQUARE

This 6-floor building will house the new Chinatown branch for City of Sydney Libraries and over its 2 floors will house a 200mq Ideas Lab, a place where collaborators can innovate, learn new skills or take their first steps to setting up a business. The building will also include a child care centre, and ground floor retail/food businesses

STRATEGIC INSIGHTS

- Ipswich Libraries has created an innovative customer experience in its new Springfield site.
- It is not encumbered with a large network of sites and is in a strong position to develop a robust network of libraries, fit for the future needs of Ipswich.
- It is also well-placed to support Council in re-engaging with its community, using its valued and positive position to rebuild trust and highly visible libraries for Council.

APPENDIX C: TECHNOLOGY PLANNING PRINCIPLES

Developing a **technology plan** is recommended to articulate lifecycle management: emerging needs, set timeframes around replacement of hardware and software and to reduce the risk of unexpected expense.

Considerations:

- Involve relevant stakeholders.
- Refer to Census and Library management Systems/ Council systems information for changes in technology use by the community.
- Consider the libraries as being included in Council's emergency response facilities (in addition to Gordon White branch currently), in which case the systems will require priority and back-up telecom services.
- Include service level agreement milestones with any service providers.
- All plans should have short and long-term goals.
- Plans should have appropriate levels of capital and recurrent funding, i.e. acquisition of computers, and replacement, staff to run computer courses and develop online services, upgrades etc.
- Explore opportunities to gain funding for technology through other government resourcing programs, partnerships with other agencies or outside the traditional library funding sources e.g. Community Technology Centres (CTCs) and universities have co-located additional computer resources within public libraries processes.
- Some technology will be available in the library long after its disappearance in the shops as some in the community will still use the older technology such as DVDs.
- Disaster management systems to ensure service continuity including system recovery.
- Security of data with reference to current privacy legislation.
- Policies such as access, social media, staff training, filtering and appropriate use.
- Staff dedicated to the management and development of technology services.

Considerations for replacement or augmentation can cover:

- Computerised and online library systems: including scanners/printers and self-checking equipment for borrowing; acquisitions; and cataloguing including Online Public Access Catalogue (OPAC) terminals.
- Community Information Systems: for community information and Council public information.
- Terminal work stations for staff: based on one dedicated work station per full-time staff member.
- Public access computers: analysis of the (as per current recommended standards).
- Consider public access computers for computer games.
- Adaptive technologies for those with special needs.
- Loan of in-house, iPads, eReaders and smart phones.
- Appropriate furniture and equipment to access all technology resources.

APPENDIX D: VIRTUAL LIBRARY PLANNING PRINCIPLES

1 Digital library planning will be aligned to the council's strategic directions and priorities.

2 Accessibility lies at the heart of digital developments and is fundamental to the future direction of Ipswich City Libraries.

3 The digital library is the virtual library for all who want to access services and content online or by mobile device.

4 All in our community should have equitable access to online library services and information technology from anywhere at any time.

5 A separate public digital network with capacity to handle increases in digital traffic over time is fundamental, e.g. streaming media.

6 The digital library is managed as a region-wide resource. Some content and services may be developed locally to reflect the local community and identity.

7 Libraries will work in partnership with Ipswich City Council information technology teams to ensure that the IT infrastructure meets growing and changing needs.

8 Asset plans and library budgets will be applied to keeping digital and IT infrastructure fit for purpose, sustainable and up-to-date.

9 Libraries' digital and technology planning and response will be flexible and nimble to meet the fast-changing information environment and customer needs.

10 Technology may be owned, leased or be developed through a partnership model, whichever model provides the community and the council with the best value service.

11 Libraries will participate actively in collaborative national and international initiatives which enhance access to content.

12 Libraries will take a whole-of-life approach to the collection, management and preservation of born-digital and digitised content.

13 Libraries will seek to work in mutually beneficial partnerships with digital development experts in university and commercial sectors to develop innovative digital solutions.

14 Use of open and linked data is key to opening up access and use of library collections.

15 The digital library will reflect the diverse communities served and will seek community input to strengthen that content.

16 As far as possible, Libraries will apply creative commons licences to its digital content.

17 Libraries staff will develop and maintain high levels of digital expertise to support customer access and ongoing innovation.

18 A digital library plan will be prepared to establish development priorities, taking into account the following factors:

- a linkage to the Ipswich City Council Plan and the Library Services Strategy priorities.
- b the needs of customers for easy access and self service.
- c the special requirements and nature of a publicly accessible network.
- d growth in demand for technology to deliver new services.
- e the adequacy of the existing infrastructure to deliver current services.
- f the need to migrate to new versions of software in a timely manner.

APPENDIX E: LIBRARY FACILITIES PLANNING PRINCIPLES

The following guidelines are intended to provide a basis for the development of the Ipswich Library Service Facilities Plan.

- Libraries facilities development planning should be aligned with Corporate Plans, Planning Scheme and relevant building codes.
- An accessible physical library is a fundamental planning principle complemented by digital library services.
- Libraries have an important place-making role as public civic spaces.
- Residents should have equitable access to library and information services regardless of where they live in the region.
- Libraries form an integrated regional network which provides for differing hubs with local and specialist roles including the long-term storage and preservation of heritage materials.
- Library facilities should be fit for purpose, functional spaces.
- Libraries should be flexible, multi-purpose spaces able to offer a range of activities which reflect the interests of the community.
- Local communities should be actively involved in the design of library buildings.
- Library space should increase relative to population growth.
- Queensland Physical Space Standards (State Library of Queensland) should be used to evaluate current services and establish targets for improvements.
- Consideration of co-location with multi-purpose community facilities should be a pre-requisite consideration.
- A facilities plan will establish the priorities for the development of and new or redeveloped buildings taking in to account:
  - Integration with Corporate objectives.
  - Balance of provision across the region.
  - Urban regeneration and place-making.
  - Response to gaps and population growth.
  - Adequacy of existing facilities.
  - Optimisation of service delivery.

The following Location Matrix tool is based on an example from People Places, adapted for specific criteria relevant to Ipswich. It enables Council to minimize risk and to make cost-effective, evidence-based decisions for library buildings to meet community need. Instructions on its use in tandem with the benchmarking tools above are to be found in the People Places document). Using the matrix to assess the current library locations would highlight deficiencies outlined below.

LOCATIONAL CRITERIA	WEIGHTING (OPTIONAL)	SITE A	SITE B	SITE C
SCALEABILTY – FUTURE EXPANSION POSSIBLE	1			
MAIN STREET OR SHOPPING CENTRE LOCATION	1			
HIGHLY VISIBLE LOCATION	3			
GROUND FLOOR AND STREET FRONTAGE	3			
HIGH LEVELS OF PERSONAL AND PROPERTY SAFETY	3			
FULLY ACCESSIBLE	3			
ACCESSIBLE FROM LOCAL SCHOOLS	2			
POTENTIAL FOR OUTDOOR SPACE	1			
PRIORITY PEDESTRIAN ACCESS	3			
WALK TO PUBLIC TRANSPORT	1			
ADEQUATE, CONVENIENT AND SAFE PARKING	2			
ACCESSIBLE FOR ALL VEHICLES	3			
MEETS MINIMUM SPACE STANDARDS? SCALABLE TO MINIMUM STANDARD	1			
Add your own local criteria such as • LOW FLOOD RISK	1			
• POTENTIAL TO ATTRACT PARTNERS/ MULTIFUNCTIONAL DESTINATION FACILITY	1			
• WILL SUPPORT COUNCIL PRIORITY SUCH AS ECONOMIC DEVELOPMENT OR ACTIVATION OF A PRECINCT	2			
• POTENTIAL FOR 24/7 ACCESS (SECURITY/SAFETY/24/7 ORGANISATION CO-LOCATED)	3			
• PEPPERCORN RENT, FUNDING PARTNERSHIP OR SIMILAR	1			
OVERALL SCORE				

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