



# **Library Vision 2022-2032**





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## Acknowledgement of Country

The Shire of Harvey acknowledges the traditional custodians of the land and their continuing connection to land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures; and to Elders both past and present.



# Executive Summary

Shire of Harvey residents value their libraries. This is the message that came through in the community consultation that informed the development of this report. To residents, libraries enriches lives. Libraries transform lives and build communities. Libraries are more than books. They are a place to learn, connect, create, work, read and relax.

The purpose of the Library Vision 2022-2032 is to inform, influence and drive future planning and priorities of the Shire's library services to ensure that what we implement in the short term aligns with where we want to be in the longer term. The report outlines the library vision, mission, guiding principles, strategic goals and actions that will guide planning and priorities for the next 10 years.

There are five strategic goals that will drive our vision.

- Goal 1 Connection and Inclusion.
- Goal 2 Literacy and Learning.
- Goal 3 Infrastructure and Workforce.
- Goal 4 Consult and Collaborate.
- Goal 5 Accountable and Sustainable.

The survey results clearly demonstrate that residents view libraries as an important part of their community. Residents feel safe and welcomed in libraries. To our community, libraries are not just for literacy and learning, it is also a place for connection, empowerment, enrichment and inclusion. All these aspirations have been represented and considered as part of this report.

We also need to give consideration to trends and opportunities like changing demographics, connected learning, design thinking, social capital and the impact of library brand; all of which will influence library services in the coming years.

As we move to implement actions from this report, we will continue to evaluate our performance and monitor our progress by reporting through to Council and community quarterly and annually. We also aim to conduct a five-year major review to ensure library services are relevant and up to date with the changing environment.

Thank you to everyone who contributed to this report. We know that our libraries are much loved public spaces in the Shire. We hope to continue this for years to come as we work towards connecting people to a world of possibilities.



Cr Paul Gillett  
**SHIRE PRESIDENT**



Annie Riordan  
**CHIEF EXECUTIVE OFFICER**



## Council's Commitment

Council commits to actively support library services that empower, inspire and connect the community.

## Vision

To connect you to a world of possibilities.

## Mission

To empower, inspire and connect as many people to literacy, learning, skills, creativity and experiences beyond books.





# Background

The Shire of Harvey has four libraries located in Australind, Harvey, Binningup and Yarloop.





# Methodology

This report was developed using the following methodology:

**1**

Background research

**2**

Community and stakeholder consultation

**3**

Analysis and report development

**4**

Feedback and review

**5**

Final report submitted to Council



## Special thanks

We would like to acknowledge the contribution of our local community and the Library Advisory Group in providing valuable feedback that informed the development of this report.



# Shire of Harvey Libraries Performance

**10,259\***

Membership

**92,353**

Items borrowed

**88,765**

Library visits

**\$1M**

Budget

**7**

Staff (FTE)

**21**

Volunteers

**744**

Program sessions

**50**

One off events

**8,355**

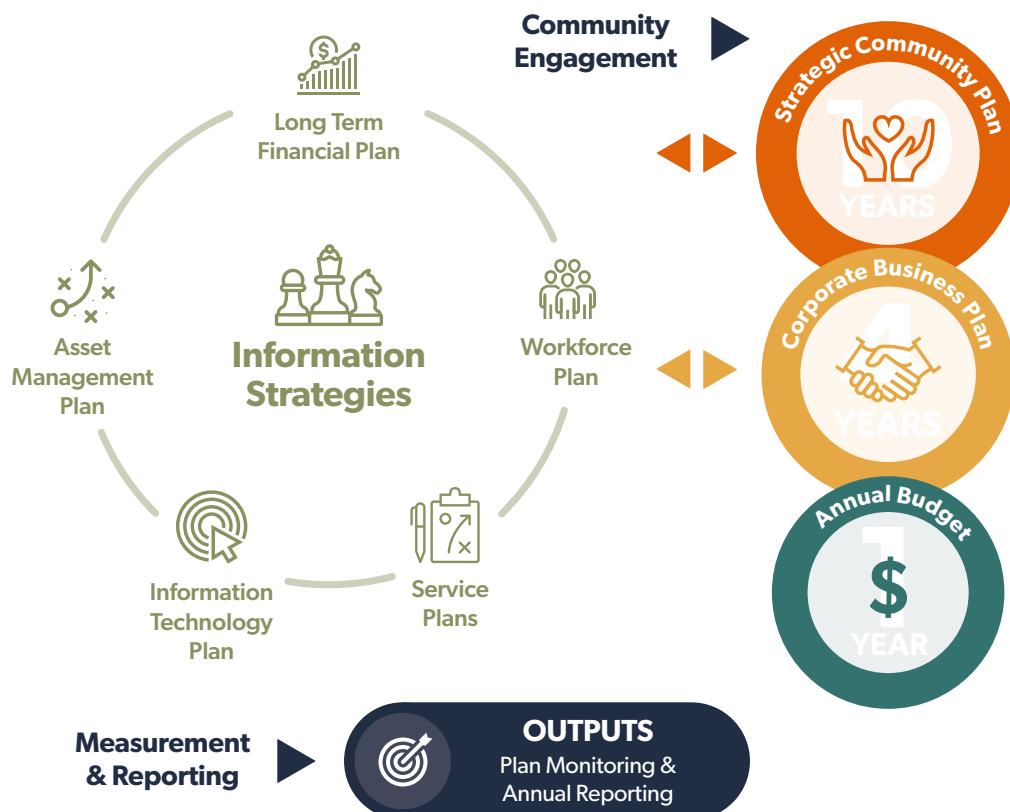
Attendees at events

Based on 2020/2021 unless otherwise noted

\* July 2021 to March 2022

# Strategic Landscape

- 1 The Library Board of Western Australia Act 1951
- 2 State and Local Government Agreement for the Provision of Public Library Services in Western Australia September 2020
- 3 Shire of Harvey Strategic Community Plan 2021-2031
- 4 Shire of Harvey Corporate Business Plan
- 5 Library Vision 2022-2032







The *Library Board of Western Australia Act 1951* governs the delivery of public library services in Western Australia in partnership with the State Government.

This partnership is formalised in the State and Local Government Agreement for the Provision of Public Libraries in Western Australia that outline the way in which State Government and Local government will work together to deliver responsive and sustainable library services. This partnership is further strengthened by the WA Public Library Strategy 2018 which is currently under review at the time of writing this report.

The Strategic Community Plan and the Corporate Business Plan are key planning documents of the Shire. These plans were developed using the integrated planning and reporting framework that provides local governments with the mechanisms to translate community aspirations and priorities into operational directives, and to track progress in delivering on those objectives. Library services are included in the following objective:

## Strategic Community Plan

### Strategic Direction 2: Connected Communities

A safe, accessible, connected community where everyone has the opportunity to contribute and belong.

Provide a library and information service which connects the community to information, entertainment and lifelong learning.



The Library Vision 2022-2032 is an internal document that the Shire will use to guide the delivery of library service to meet this objective.

### Informing Plans

**The Library Vision 2022-2032 is also linked with a number of other Shire plans and strategies.**

- Voice of Youth 2021-2026.
- Access and Inclusion Plan 2021-2026.
- Aging Together - Age Friendly Strategy 2022-2027.
- Communication and Engagement Plan 2021-2026.
- Bright Futures – A Strategy for Children and Families 2022-2027.
- Draft Creative Communities Strategy 2022-2027.

# Our Community

**1,766 km<sup>2</sup>**

Total area

**42 km**

Coastline

**140 km**

Distance from Perth

**28,563**People living in the  
Shire of Harvey**2.2%\***Aboriginal and Torres  
Straight Islanders**38**

Median Age

**27%\***Residents born  
overseas**20%**Resident age 60  
and over**34%**

Couples with children

**9%**

One parent family

**16**

Schools

**4**

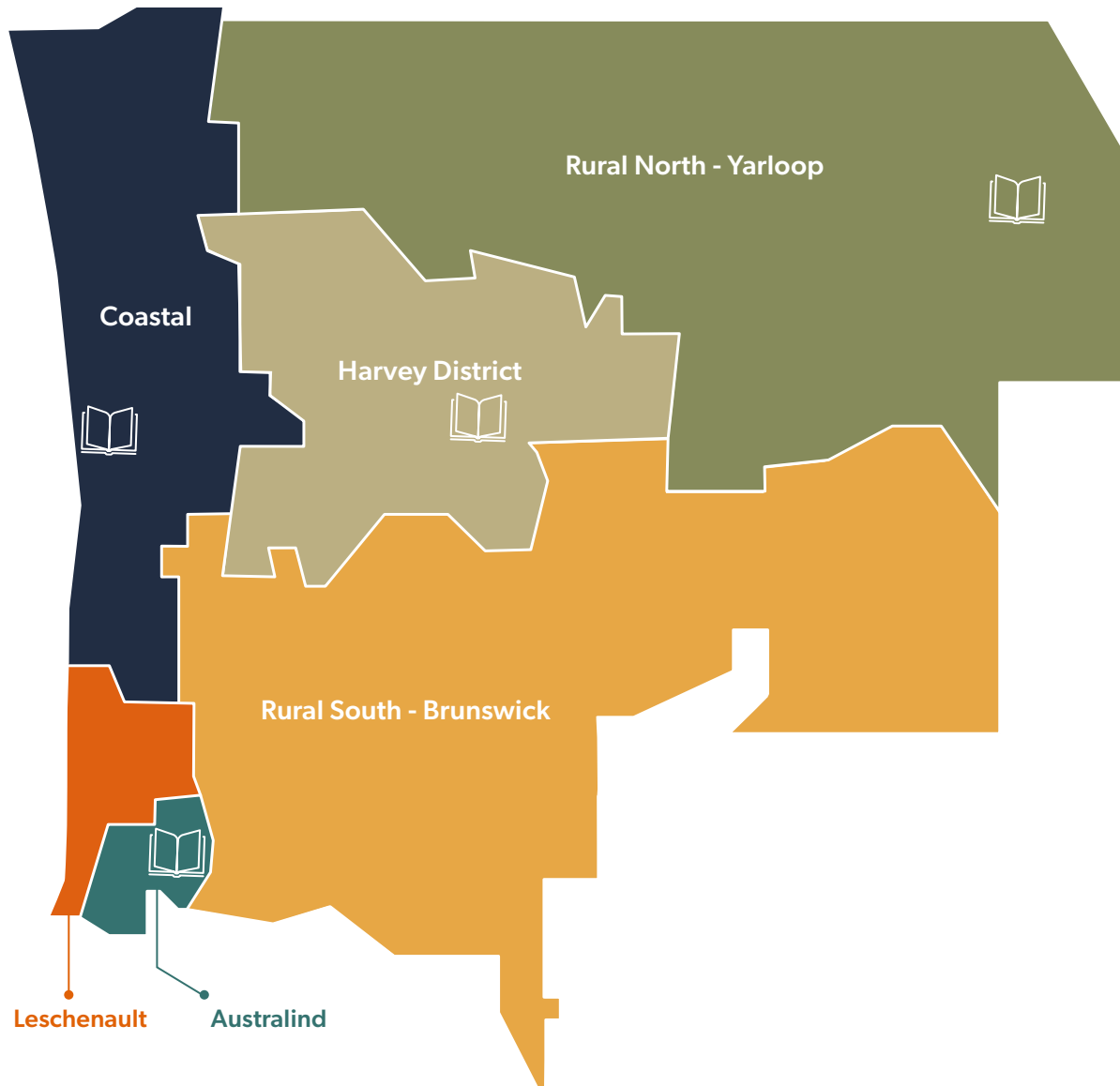
Libraries

**12%**Homes without  
Internet

*Note: statistics are 2020/2021 unless otherwise noted.*



# Shire Map



## Coastal

Binningup, Myalup and Parkfield

## Rural North

Cookernup, Hoffman and Yarloop

## Rural South

Beela, Benger, Brunswick Junction, Mornington, Roelands and Wellesley

## Harvey District

Harvey, Uduc, Warawarrup and Wokalup

## Australind

## Leschenault

# The Role of Public Libraries

This report adopts the IFLA/UNESCO Public Library Manifesto 1994 definition of public libraries.

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

*The services of the public library are provided on the basis of equality of access for all, regardless of age, race, sex, religion, nationality, language or social status.*

*The public library shall in principle be free of charge.*

*The public library is the responsibility of local and national authorities. It must be supported by specific legislation and financed by national and local governments. It has to be an essential component of any long-term strategy for culture, information provision, literacy and education."*





# Trends and Opportunities

While learning and literacy will always be core business, public libraries are also increasingly becoming contemporary modern spaces where people come to learn, connect, create, work, read and relax.

This change has presented opportunities and trends libraries should consider in planning for future library services.



## Connected Learning

Connected learning is learning that uses technology to deliver and connect people to information. New and emerging technology has increasingly changed community expectations of library services. People expect libraries to have technology they can use to do business, study and create. They also want information delivered to their homes using technology. Connected learning is a trend that will continue to impact library services



## Places of Social Capital

Social capital is one of the building blocks of a strong community. Social capital is when people with shared values come together to meet, network and potentially develop relationships with other members of the community. Public libraries bring people together. It is one of the few public buildings that is free to use, safe and strongly valued by the community. Designing library spaces, programs and services that builds social capital is an opportunity that should be maximised.



## Library Brand

Public Libraries make excellent arenas for developing local culture and identity. Communities trust their libraries. They feel welcomed and safe in libraries. This is an opportunity to build on this trust using a library brand as a driving force in library infrastructure planning.



## Changing Demographics

Our changing demographics present an opportunity to design libraries that meets the growing needs of our population. From seniors, to youth, to families with young children, the need for specialist collections, adult and children's education and activities targeting all demographics will increase. Visionary thinking is essential.



## Design Thinking

Design thinking is a concept adopted by many innovators. It is where products are designed based on the needs and interest of users who could be using the products. It is a human-centred, collaborative, action oriented process that challenge assumptions, redefine problems and create innovative solutions to model and test. In the library world, using design thinking principles could help libraries discover authentic and positives ways to address community aspirations.







# Community Engagement

External and internal consultation took place to inform the development of the Library Vision 2022-2032.

Four methods were used to gather data including:

- Library user and non-user surveys distributed online, in libraries and in all Shire facilities.
- Pop up events in Australind, Brunswick, Harvey and Treendale.
- Library staff workshop.
- Library Advisory Group contribution and feedback.

Feedback received has driven the development of the strategic goals, objectives, and actions in this report.



## Community Engagement

### What library staff said

Library staff participated in a library visioning workshop. The purpose of the workshop was to gauge what staff think libraries will look like in ten years.

This included completing a survey prior to the workshop, whole group discussions, small group discussions and round the table opportunities.

A Strength, Weakness, Opportunity, Threat (SWOT) analysis was conducted.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Customer service.</li> <li>• Serving all parts of the community.</li> <li>• Multiple connections.</li> <li>• Dynamic staff.</li> <li>• Face of the community.</li> <li>• Diverse workforce.</li> <li>• Provision of technical assistance.</li> <li>• Outreach programs.</li> <li>• Team work.</li> <li>• Welcoming environment.</li> <li>• Good ambience.</li> <li>• Place social capital.</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient strategic planning.</li> <li>• Lack of staff.</li> <li>• Inconsistency in service delivery.</li> <li>• Undervalued staff.</li> <li>• Lack of space.</li> <li>• Lack of opportunity for professional development.</li> <li>• Lack of communication.</li> <li>• Lack of youth representation.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Innovation.</li> <li>• Mentoring.</li> <li>• Online rhymetime etc.</li> <li>• Celebrate diversity.</li> <li>• Outreach bus for elderly etc.</li> <li>• 3D printer.</li> <li>• Purpose built space for rhymetime.</li> <li>• Traineeships.</li> <li>• More events and programs.</li> <li>• Engages Council and executive leadership.</li> <li>• Specialised services.</li> <li>• Networking with other organisations.</li> <li>• Gallery space.</li> <li>• Author talks.</li> <li>• Dedicated children's space.</li> <li>• Connected learning.</li> <li>• Design thinking.</li> <li>• Use library brand.</li> </ul>	<ul style="list-style-type: none"> <li>• Aging workforce.</li> <li>• Changing technology.</li> <li>• Outdated perceptions.</li> <li>• Economic unrest.</li> <li>• Stagnation.</li> <li>• COVID-19.</li> <li>• Public perception.</li> <li>• Changing demographics.</li> </ul>



## Community Engagement

### What the community said

An online and paper library user and non-user survey was conducted to gauge community feedback on service quality, resources and current and future needs.

The survey was developed using the ALIA Standards and Guidelines for Australian Public Libraries.

289	Library surveys completed.
97%	Library members completed survey
84%	Used the library in last 12 months
64%	Want to see more library resources available in next 5 years
62%	Would like to see library buildings as community meeting spaces for community use and other activities
69%	Connection – The library has encouraged me to become more engaged in the community
72%	Creativity – The library has helped me be more creative in my own life and work
64%	Digital Connection – The library helps me to be more digitally connected to others
50%	Enterprise – The library has helped me to improve the success of my business
77%	Learning – The library has helped me to enjoy learning
83%	Literacy – The library experience has encouraged me to read more
73%	Relevancy – The library is changing in ways that increase its relevance for me
89%	Role – The library is an important part of the place I live
92%	Safe and trusted – I feel safe and welcome when using the library service
70%	Skills – The library service has enabled me to learn and gain new skills
66%	Time with children – The library encourages me to spend more quality time with my children
70%	The library enriches my life

## Community Engagement

### Top Things Libraries can do to Improve Customer Satisfaction

#### Priorities

- 1** Increase items in the collection that customers want and have more relevant collections and resources available at each library that suits their demographics.
- 2** Provide more relevant and high quality programs, activities and events for adults.
- 3** Develop and deliver activities and events that welcomes new residents and celebrates cultural diversity in the community.
- 4** Improve library spaces and make them modern, vibrant and accessible.
- 5** Provide more relevant and high quality programs, activities and events for young adults and children.
- 6** Increase digital literacy programs and services.
- 7** Review opening hours.
- 8** Improve the way we promote our digital content to maximise usage.
- 9** Increase computer, internet access and new technology that supports those who want to do business in the library space.
- 10** Improve communication to keep library users and non-users informed of what is happening in the libraries.





# Guiding Principles

The following principles will guide the provision of library services for the Shire.

## Principle 1 - Connection

We commit to connect community to literacy, learning, creativity, inspiration and experiences to empower a stronger and resilient people.

## Principle 2 - Inclusion

We commit to create an environment that is inclusive for all through meaningful dialogue, provision of information, entertainment and life-long learning opportunities and respect that every person matters.

## Principle 3 - Curiosity

We commit to not settle for what we know but continue to explore new ideas because curiosity teamed with creativity foster innovative ways to meet community needs.

## Principle 4 - Collaboration

We commit to collaborate and partner with our internal and external stakeholders as to meet our vision and goals, we cannot do it alone.

## Principle 5 - Accountable

We commit to be accountable for decisions we make and take an integrated and holistic approach in all we do to ensure we remain sustainable.

# Library Vision 2022-2032

Strategic Goals and Action Plan





# Strategic Goal 1

## Connection and Inclusion

Be a place that actively provides opportunities for connection, inclusion, empowerment and inspiration in the community.

Action	Outcome
<b>1.1</b>	<b>Develop and deliver relevant and dynamic library programs activities and events</b>
Deliver inclusive and relevant programs and services that encourages participation from all demographics in the Shire.	<b>Connection Curiosity Inclusion</b>
Provide mobile library services by either using a vehicle and /or co-locating them with other Shire facilities.	<b>Connection Inclusion Accountable</b>
Increase funding in all library programs and activities.	<b>Accountable</b>
Implement actions related to libraries in the Voices of Youth, Age Friendly Strategy and Creative Communities Strategy.	<b>Connection</b>
Investigate opportunities to use library space as an information hub for Shire information to maximise community sentiment that libraries are a safe, trusted and relevant part of their community.	<b>Inclusion</b>
Implement an annual Literacy and Creative Festival for the Shire.	<b>Curiosity Accountable</b>
Actively engage community in current social, environmental, economic and local issues.	<b>Connection Inclusion Curiosity</b>



Action		Outcome
<b>1.2</b>	<b>Provide meaningful spaces that encourages community to connect, create, collaborate, read and relax</b>	
	Upgrade furnishing in all four libraries to make them modern, accessible, inclusive and fit for purpose.	<b>Connection</b>
	Ensure planned new precincts have library spaces that are flexible, multipurpose and creative to meet continuous changes in community library usage.	<b>Accountable</b>
	Investigate viability of co-location of Yarloop library with another community facility in the area to maximise usage.	<b>Connection Accountable</b>
	Explore opportunities of working with Brunswick CRC to assist in the library services they provide.	<b>Connection</b>
	Use technology to streamline operations and enhance customer experience.	<b>Inclusion Curiosity Connection</b>
<b>1.3</b>	<b>Be a place that fosters and celebrates cultural diversity</b>	
	Develop services and programs in collaboration with multicultural and diverse communities as they know best.	<b>Inclusion</b>
	Deliver inclusive programs and services that encourage and enhance library usage and aspirations of the culturally and linguistically diverse (CALD) community.	<b>Inclusion</b>
	Increase Language other than English (LOTE) resources in the collection.	<b>Inclusion</b>





# Strategic Goal 2

## Literacy and Learning

We champion literacy and learning.

Action	Outcome
<b>2.1 Deliver targeted dynamic programs that enhance literacy and life-long learning</b>	
Provide creative content that aligns with ALIA Early Literacy Framework and Strategy for Australian Public Libraries and State Library of WA Literacy Strategy to support and enhance early literacy.	<b>Connection</b>
Implement recommendations from the Shire's Bright Futures Strategy.	<b>Accountable Curiosity</b>
Review adult and young adult literacy programs.	<b>Curiosity</b>
Deliver engaging and innovative early childhood programs that are responsive to early childhood needs.	<b>Curiosity</b>
Review collection development policy and investigate innovative ways to promote it to the community.	<b>Curiosity</b>
Continue to participate and maximise benefits of the Better Beginnings Program.	<b>Collaborate</b>
Investigate and provide opportunities for collaborative learning using technology, volunteers or library users.	<b>Collaborate Curiosity</b>
<b>2.2 Ensure no one is left behind in the digital world</b>	
Provide opportunities and support services that empower people in their digital journey.	<b>Connection</b>
Provide relevant resources and programs to support digital creativity.	<b>Curiosity Inclusion</b>



# Strategic Goal 3

## Infrastructure and Workforce

Plan and build sustainable and relevant physical spaces and develop and support staff to deliver services in those spaces.

Action	Outcome
<b>3.1 Support plans for new libraries in Australind and Harvey precincts</b>	
Ensure planned new libraries have flexible and multifunctional spaces.	<b>Accountable</b>
Consider library use and trends when furnishing new libraries.	<b>Accountable</b>
Invest in new and emerging technology infrastructure that delivers reliable connectivity and capacity for growth.	<b>Accountable Inclusion</b>
Advocate for cultural infrastructure investment stream through the State Government funding providers.	<b>Accountable</b>
<b>3.2 Continue to support, upskill, train and provide professional development for staff</b>	
Increase staff participation in professional development programs and library conferences.	<b>Accountable</b>
Support staff in pursuit of further education.	<b>Accountable</b>
Support staff with relevant professional/ industry membership.	<b>Accountable</b>
Undertake succession planning to ensure library service's continuity in the face of an aging workforce.	<b>Accountable</b>
Embed Shire values of teamwork, integrity, leadership, respect and excellence in our services and core business.	<b>Accountable</b>





# Strategic Goal 4

## Consult and Collaborate

Be a partner with intent.

Action	Outcome
<b>4.1 Be an active collaborator and partner in library affairs at local level</b>	
Continue to strengthen partnerships with local schools and child care services through Shire early childhood initiatives and Better Beginnings Program.	<b>Collaborate</b>
Actively inform decision makers and public of what is happening in the libraries.	<b>Collaborate</b>
Partner with local businesses when implementing library events as appropriate.	<b>Collaborate</b>
Partner with community in areas of the Shire that do not have a library branch to develop innovative ways to deliver library resources to them.	<b>Collaborate Inclusion Accountable</b>
Ensure local authors, literary groups, family and local historians and their projects have a presence in the library.	<b>Collaborate</b>
Encourage local community and business groups to come and use the library space and facilities to network and further their course.	<b>Collaborate Curiosity Inclusion</b>
<b>4.2 Be an active partner in the South West Library Consortia</b>	
Increase investment in South West Library Consortia library administration officer to maximise economies of scale.	<b>Collaborate Accountable</b>
Use Consortia collective power to influence decisions, purchasing power and grant opportunities.	<b>Collaborate Accountable</b>
Assist in development of a business case for the Consortia.	<b>Collaborate</b>
Lobby more local governments to join the South West Library Consortia to reduce library management fees.	<b>Collaborate Accountable</b>

Action	Outcome
<b>4.3 Be an active partner in library affairs at State level</b>	
Lobby State Government to create an investment stream for public libraries by supporting the WALGA Community Industry Reference Group, WA Cultural Infrastructure Framework and other relevant industry advocacy initiatives.	<b>Collaborate Accountable</b>
Actively participate in all state initiatives that involves libraries.	<b>Collaborate</b>
<b>4.4 Consult and engage community when developing library programs and services</b>	
Develop a library website.	<b>Accountable</b>
Develop regular surveys to gauge feedback from library users and non-users to determine satisfaction to identify areas of improvement.	<b>Collaborate</b>
<b>4.5 Build a sustainable volunteer program</b>	
Review volunteer recruitment process and make recommendations on ways to better support and engage library volunteers.	<b>Accountable</b>
Investigate establishing a "Friends of Libraries" group to advocate and support the work of libraries.	<b>Collaborate</b>
Regularly seek feedback from volunteers to ensure we adequately support them so that their contribution is recognised and celebrated.	<b>Accountable Collaborate</b>





# Strategic Goal 5

## Accountable and Sustainable

Remain committed to good governance and best value service to ensure sustainability.

Action	Outcome
<b>5.1</b>	<b>Commit to good governance to ensure we remain accountable and sustainable .</b>
Work closely with other Shire business units to avoid duplication of programs and services.	<b>Collaborate Accountable</b>
Plan, develop and deliver programs that are efficient and sustainable.	<b>Accountable</b>
Implement the Shire's Single Use Plastics Policy in our activities and events.	<b>Accountable</b>
Conduct regular stock maintenance.	<b>Accountable</b>
Actively seek grants that provide opportunities to enhance the library vision and mission .	<b>Accountable</b>
Continue to accurately report statistics and other requirements to State Library of WA as part of our partnership obligations.	<b>Accountable</b>





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