

Positively

PENRITH

Penrith Library

Strategy 2023-2028



Statement of Recognition

Statement of Recognition of Penrith City's Aboriginal and Torres Strait Islander Cultural Heritage

Council values the unique status of Aboriginal people as the original owners and custodians of the lands and waters, including the land and waters of Penrith City.

Council values the unique status of Torres Strait Islander people as the original owners and custodians of the Torres Strait Islands and surrounding waters.

We work together for a united Australia and City that respects this land of ours, that values the diversity of Aboriginal and Torres Strait Islander cultural heritage, and provides justice and equity for all.



Acronyms

ALIA	Australian Library and Information Association
APLA	Australian Public Library Alliance
CALD	Culturally and Linguistically Diverse
CBD	Central Business District
CLG	Centre for Local Government
IP&R	Integrated Planning and Reporting
IPPG	UTS Institute for Public Policy and Governance
LGA	Local Government Area
NSW	New South Wales
STEM	Science Technology Engineering and Mathematics
UTS	University of Technology Sydney

Acknowledgements

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1 Introduction

1.1 What is the purpose of the Strategy?

The Penrith City Library Strategy 2023-28 encompasses a set of guiding principles, priorities and supporting strategies and actions to guide how Council will manage and deliver its future library service delivery outcomes. In a similar capacity, the Strategy provides guidance on the types of facilities that may be required to deliver the future objectives of Penrith City Library Services, including the consideration of new facilities required to meet the growing demands of the local population, and expected development across the Western Sydney region.

The Strategy has been informed by changes in the local population and the emerging trends in library services occurring at a local, regional, national and international levels.



1.2 What is the value of public and local libraries?

This Strategy builds on a long research history that recognises the public value of libraries, and their roles as cornerstones for thriving and connected communities¹. In this context, a library is a facility that provides a space where the public can access resources and services in a variety of media to meet diverse needs and interests. It is a public space that is free to access, safe and enables connection with the wider community through a range of programs and services that cater for personal interests, leisure, education and community support and development. In the literature, a public library is often positioned as meeting community outcomes within its locality, whilst simultaneously providing spaces, resources and programs that supports the community to thrive.

Table 1 summarises some other key dimensions of public and local libraries that have informed the development of this Strategy.

¹Enriching communities: The value of public libraries in NSW (State Library of NSW, 2016)

Healthy communities	Libraries are vibrant neighbourhood hubs that provide a space for social interaction and shared cultural experiences. Through their community focused programs and services, libraries build healthy and engaged communities. They foster a sense of belonging and support community wellbeing.
Foster learning and development	Libraries are essential in supporting economic and social participation in their communities. They provide literacy activities to remove barriers to education and employment while supporting digital literacy through training and free access to technology.
Support culture and creativity	Public libraries are a cherished cultural institution within any community. They provide free and equitable access to diverse and vast collections of books, films, music and more. Libraries are a place where artistic endeavours are nurtured and access to cultural and creative assets and programs enables the development of cultural literacy and the celebration of diversity in communities.
Provide public spaces	Modern public libraries are cultural and community hubs that anchor surrounding development and draw people with different backgrounds and abilities to one space. They offer diverse spaces to meet community needs, and provide a safe and free environment for the public to access.

Table 1 Common community outcomes provided by public and local libraries (IPPG: CLG drawn from multiple sources)

1.3 What library facilities currently exist in Penrith City?

Currently Penrith City Council operates three library facilities. Details of each are described below:

FACILITY	DESCRIPTION
Penrith City Library	<p>Located in the Penrith Central Business District (CBD), Penrith City Library is the main and largest library branch within the Penrith LGA. The library provides a wide range of Research Services to the community, and holds specialised collections including local history documents, and a children’s library. Penrith City Library has a number of technological and accessibility features, as well as the Penrith Library Theatre which is available for private hire, 7 days a week.</p> <p>In November 2018, the library underwent significant refurbishment of its staff areas, Research Room, Reference and study areas, including the addition of two new study rooms.</p>
St Marys Library	<p>St Marys Library is the second largest branch within the Penrith LGA. A Council Customer Service Desk is also situated in this branch and is staffed by a Council Customer Experience team member to assist with Council-related enquiries. In 2020, the library was refurbished and now includes a multipurpose room that is used by the Library to host library activities and workshops. The multipurpose room is also available for the public to book to use.</p> <p>St Marys Library includes the Resources section as well as the Library Children’s Inclusion Service. An extensive collection of online resources, as well as daily hardcopy newspapers, DVDs and CD’s are available to borrow. St Marys Library also has a number of technological and access features.</p>
St Clair Library	<p>St Clair Library is the smallest of the library branches and is housed in the St Clair Shopping Centre. It is located in proximity to nearby primary and high schools as well as a large residential area.</p> <p>St Clair Library has over 25,000 items and is regularly refreshed with new stock. An extensive collection of online resources are available in the facility. The branch also has a number of technological and accessibility features.</p>

Table 2 Penrith City Council Library Facilities (IPPG: CLG drawn from Penrith City Library sources)

2 Background and Research

2.1 How was the Strategy was developed?

Following engagement by Council, IPPG: CLG commenced research on Penrith City Library Services in March 2022. The research aimed to identify the current state of library services and facilities in the Penrith LGA, and to provide recommendations on future strategic outcomes, actions and performance measures that will enable the Strategy for Penrith City Library Services to be delivered effectively in the future. In conjunction with the focus on the delivery of services and programs, the research included the identification of a future facilities model which would further enable the successful delivery of the Strategy over the next five years and beyond.

IPPG: CLG adopted a mixed methods approach to inform a robust, evidence-based Strategy, including a desktop evidence review, stakeholder feedback and engagement program, and ultimately the Strategy development. The research methods and Strategy framework focused on four dimensions of libraries, outlined in the figure below.



Figure 1 Library Strategy Domains (IPPG: CLG)

The desktop evidence review for the Strategy provided an overview of the changing demographic profile of the Penrith LGA. As well as mapping the current Penrith City library facilities and services, it includes in-depth research of the policy settings, trends in library services and facilities, industry standards and usage patterns relating to library service delivery, and a comprehensive picture of the expected growth of the Western Sydney region which will impact the use of library facilities and the delivery of library services within the LGA in the future.

In conjunction with the desktop evidence review conducted by IPPG: CLG, community and stakeholder feedback was gathered through an extensive feedback process undertaken from April to July 2022. The process involved consulting with over 350 individuals across the Penrith LGA, using the following methods, outlined in figure below.



Figure 2 IPPG Stakeholder Engagement Methodology Overview (IPPG: CLG)

Synthesising the evidence collected from the desktop evidence review and stakeholder engagement (summarised below), IPPG: CLG developed the Strategy, along with identifying the requirements for future built library facilities.

The Strategy went through two co-design sessions with Council's Library Working Party, Library managers and supervisors, and other key Council staff to ensure that it can be implemented and resourced within the Council context.

What follows is a summary of the research findings.

2.2 About Penrith LGA and Key Planning Instruments

Penrith City Council is a large LGA based in the Western Sydney region of NSW. Located almost 60 kilometres west of Sydney's CBD, Penrith LGA is in proximity to a number of growing and established communities; namely the Blue Mountains to the north west and the wider western Sydney region to the east and south².

Penrith LGA connects and is host to many diverse communities and populations. In 2021, Penrith City was estimated to be home to 217,664 people. By 2041, the population is expected to grow to 270,477 people³.

In addition to population growth, the Strategy has considered Council's most recent and future plans, including the following framing documents:

- Penrith Community Strategic Plan (2036) and Council's broader approach to the broader Integrated Planning and Reporting Framework
- Penrith City Council's Delivery and Operational Plan (2012–2022)
- Penrith Customer Promise
- Penrith City Library Strategic Recommendations Report (2017)
- Penrith City Library – Strategy and Action Plan (2017)
- Penrith City Library – Review for Future Planning (2016).

The Strategy also takes into account wider policy and planning documents from the NSW Government, including the Greater Sydney Regional Plan focused on increasing the number and diversity of jobs, growth in housing options including through the establishment of new neighbourhoods and facilities, and ensuring future planning aligns to community needs and expectations of the Government's 40 year vision for the area⁴.

On a more local level, the Greater Sydney Regional Plan documents the development of the Western Sydney Aerotropolis, a new development which will expand the existing Western Sydney International Airport (Badgerys Creek). The Western Sydney Aerotropolis will be built, in part, within the Penrith LGA, providing a hub for industry, technology and employment in the region, with changes expected to significantly impact the current structural and population landscape under the remit of Penrith City Council. Specifically, precincts such as the Northern Gateway and Aerotropolis Core are expected to see a growth of 10,000 and 24,000 people respectively.

Driven by the Western Sydney Aerotropolis development, the Sydney Science Park is a \$5b project established to develop an internationally recognised epicentre for scientific research and development in the areas of science, technology, engineering and mathematics (STEM). The establishment of the Sydney Science Park is also linked to the development of thousands of new homes and education opportunities to more than 10,000 students. These plans are prompting local councils, including Penrith City Council, to consider how their future planning will align with projected changes to meet growing and diverse community needs. It is assumed that library services and facilities will form part of future social infrastructure, including the proposed district public library planned for the Bradfield City Centre in the Western Sydney Aerotropolis.

² Id Community – Penrith City (2022)

³ NSW Department of Planning Population Projections (2022)

⁴ The Greater Sydney Regional Plan – A Metropolis of Three Cities (2018)



2.2.1 Library Services Trends

A final important point of IPPG: CLG's desktop research was consideration of trends emerging from library services and infrastructure planning with Australia and across the world.

These trends can be summarised as:

- Maximising contemporary design principles and modern configurations
- Broadening access through innovative service enhancements
- Evolving approaches to service delivery and staffing models
- Factoring in technological developments and futuristic trends.

Further, the strategic direction of library policy planning in Australia is increasingly focused on innovative, resilient, adaptable, and inclusive spaces in response to changes associated with the changing climate, technology development, lifelong learning, integrated community infrastructure planning, and population growth more broadly.

The Strategy that follows considered these trends, including the need for future library facilities, resources, services, people and culture to support increasingly digital ways of working, connecting and learning in their everyday lives.

2.3 Feedback from Stakeholders



As documented in Figure 2, IPPG:CLG conducted extensive stakeholder and community consultations as part of the research process, involving a mix of internal stakeholders (Councillors, Council Library Services Staff, and other Council managers and senior staff), and external stakeholders including local residents, Penrith LGA community groups and service providers, representatives from neighbouring local councils plus government staff, peak bodies, and industry bodies serving libraries in NSW and Australia.

The engagement process included tailored research measures to hear the views of a broad cross section of potential library user groups including those with lived experience or representing people experiencing homelessness, Aboriginal and Torres Strait Islander communities, culturally and linguistically diverse (CALD) communities, parents and family members who have an interest in children's services, youth, seniors, creatives, and people with disability. Through a combination of surveys, interviews, focus groups, public meetings and workshops, over 350 individuals participated in the research.

The engagement revealed many positive perceptions of current Penrith City Library Services. The majority of community respondents (n= 80) are currently using Penrith City Library Services multiple times a year (61%), with most respondents indicating that there is a wide variety of resources currently available to cater for different literacy levels; a good range of physical and online collections available; plus access to technology to meet their needs.

In terms of improvements to meet current and emerging needs, both community members and Council staff indicated a need for enhancements to existing library facilities, including: an increase in reading and meeting spaces; improved seating for all age groups; improved access to technology; and better parking options for all branch locations.

Feedback on future resources, programs and services highlighted a range of stakeholder needs, with a strong interest in additional e-resources including eBooks; ensuring resources match changing demographics, including cultural and linguistic cultural diversity; plus resources, programs and services catering for different cohorts of people with disability. Also of note was feedback highlighting the importance of preschool or young children activities and or events; offering further adult reading activities and events; plus finding further opportunities to showcase local culture and history- Indigenous, post- colonial and multicultural; as well as celebrating local creatives and writers in particular.

In addition, many external stakeholders highlighted future opportunities for Penrith City Council to strengthen its engagement and collaborations both within the LGA and with external parties.

The following table summarises other key findings drawn from the stakeholder engagement.

Library facilities

- Improvement to existing library facilities e.g. *upgrade of entrance and foyer areas; better outdoor signage and wayfinding; more reading, meeting and study spaces; better access to technology*
- New library facilities to meet the needs of the growing community:
 - *Prioritisation of St Marys Library*
 - *Exploration of a new library facility in high growth/underserviced suburbs*
 - *Working with other stakeholders through co-location or partnerships*
- Libraries as refuges in disasters and emergencies

Library programs and services

- More library programs and services for a range of age groups, backgrounds and abilities
- Monitoring existing operations (e.g. opening hours, JP services)
- Facilities and learning opportunities for traditional and emerging technologies, creative arts and skills development
- Greater promotion of Penrith City library programs and services
- Greater promotion of and connection with local services and events
- Greater guidance on engaging the community through online programs

Library resources

- More library resources (online and hardcopy) for a range of age groups, backgrounds and abilities
- Improve access to local history and culture resources
 - *Prioritisation of St Marys and St Clair libraries*
- Improve library systems, including:
 - *Applying for library cards*
 - *Removing fees on book requests/reservations and internet usage*

Library people and culture

- Staff recruitment, scheduling and development
- Communication of library management with staff
- Cross-departmental communication and collaboration with other Council departments

Table 3 Penrith Library Strategy Stakeholder Feedback – Key Issues and Options (IPPG: CLG)

3 The Strategy

3.1 How the Strategy works

The Strategy has been informed by a synthesis of the research findings. It comprises several elements that will help how Council effectively plans, activates and manages its Library Services over the next five years. These elements are summarised in Figure 3.



Figure 3: Penrith Library Strategy: Components and Planning Stages (IPPG: CLG)

The Strategy is designed to deliver **6 key outcomes** which will be systematically focused on between 2023 and 2028. To help meet these outcomes, there are **6 guiding principles** that will inform decision-making at all levels of Council.

To put these into action, there are **4 key priority areas** supported by **13 strategies** that provide the key directions Council will focus on. Each Strategy includes a select number of **actions** what will drive the reforms.

In addition, the Strategy includes an additional section addressing the issue of future library facilities planning (see page 17).

To know the Strategy is on track, the Strategy includes **ongoing community consultation and engagement** and also put in place regular **monitoring and reporting mechanisms** as part the Strategy process. Together, these elements will provide Council with a robust framework for Penrith City Library Services over the coming five years.

3.2 Key Outcomes

Penrith City Council will know its Library Strategy is successful if, over the next 5 years it successively sees positive trends on each of the following outcome areas:



1) Positive community feedback

on the quality of Council's library services, including its buildings and facilities, its resources; its library services and events; and its library staffing and management

2) Increase in library visitors,

service users and membership

across all age groups and demographic categories



3) Increase in the range and type of library

services, activities and events held,

including those linked to other Council events and service

4) Increased promotions and

community awareness of

the full suite of opportunities, services, activities and events available through Penrith City Library Services



5) Increased library-related

collaborations and partnerships with external stakeholders

and with different Council units

designed to increase library use, access and inclusion

6) Positive Council feedback on the

quality of operations, management

and communications

across Penrith City Library Services and between it and other parts of Council



3.3 Principles underpinning the Strategy

To frame how Council plans, manages and activates its Library Services over the next five years and delivers each of the above outcomes, Council has adopted 6 guiding principles.

These will be used to inform decisions when planning, allocating resources or assessing its future library facilities, services and operations.

1) Accessible, equitable and inclusive

Our Library Services will be designed and managed to be accessible to all members of the Penrith community, regardless of their age, culture, background, abilities or other needs. We will focus on delivering services fairly and equitably, being inclusive of different user groups and individuals, where needed tailoring options to their specific needs.

Our Library Services will also recognise and celebrate the many diverse cultures and groups in the Penrith community, including the strong and proud history of our Aboriginal and Torres Strait Islander communities.



2) Customer Promise focused

Our Library users will be put at the centre of our decision-making. Our library programs, services and activities will align to Penrith City Council's Customer Promise which aims to:

- **Be proactive:** by being friendly, professional and showing initiative
- **Keep it simple:** offering clear, consistent and accurate information and services, which are easy for everyone to access
- **Build respectful relationships:** valuing relationships and diversity and respecting individual situations
- **Listen and respond:** listening and seeking to understand needs while being honest, accountable and following through so Library users know what to expect and when.



3) Connected and collaborative

Our Library Services will connect in with local community groups to remain relevant and to strengthen our value to different user groups. We will be proactive in collaborating with other parts of Council, providing further opportunities for our libraries to be part of community events and integral to Council's role in the area.

We will strengthen Penrith City Library Services' relationships with key external bodies, including other library services to help broaden the quality and range of services we can offer to the community.



4) Innovation and lifelong learning

Our Library Services staff will continue to identify new opportunities to evolve our facilities, resources, service offerings and management to better match changing community needs.

We will test new options and evolve existing offerings to identify improved ways to serve different cohorts within the community.

We will also increase our role in offering lifelong learning opportunities so residents can continue to acquire new skills and knowledge, including in digital literacy, life skills and in creativity.



5) Informed by evidence and best practice



Our Library Services will be informed by positive social infrastructure and library trends, new directions in library standards and policy, and by population demands and the government's responses to these at all levels.

We will also be responsive to community feedback and regularly seek input on how our library facilities, resources, services and operations could be improved.

6) Leadership, teamwork and professionalism

Our Library Services will be based on a professional and positive work culture where staff are empowered to collaborate and to help shape and deliver high quality services.

Our management and staff will use open communication, with regular exchanges internally and externally on how our facilities, resources, services and workplace could be continuously improved.



3.3.1 Library Services Priorities and Strategies

To deliver the outcomes above, over the next five years Council will focus its efforts on the 13 strategies. These are grouped under the 4 domains that make up quality library services in the twenty-first century, namely:

- **Modern and adaptable library facilities**
covering library buildings, associated infrastructure and other physical assets
- **Relevant and appealing Resources**
covering available library information, books, digital collections, equipment and other materials
- **Valued and accessible library programs and services**
covering library activation activities, events and delivery modes
- **Connected and positive library people and culture**
covering library staffing, management and governance

Modern and adaptable Facilities

Buildings, associated infrastructure and other assets



Strategy 1:

Upgrade current library facilities to ensure they are welcoming, accessible and modern

Strategy 2:

Plan for future library facilities to meet the service demands of the growing community

Strategy 3:

Reposition libraries as contributors to community wellbeing and resilience



Relevant and appealing Resources

Information, books, equipment and other materials



Strategy 4:

Invest in diverse library resources (online and hardcopy) to better cater for different users, particularly users from different cultural backgrounds or who have different abilities

Strategy 5:

Continually review library systems and promotions to expand access to library resources

Strategy 6:

Strengthen the library's role in providing access to diverse local history, peoples and cultures



Valued and accessible Programs & Services

Activation activities, events and delivery modes



Strategy 7:

Broaden the range of library programs and services offered to better cater for different user groups across the LGA.

Strategy 8:

Develop and promote an annual library services cultural and writers events and programs, online and in person

Strategy 9:

Strengthen life-long learning opportunities covering traditional and emerging technologies, life skills, plus creative and recreational pursuits

Strategy 10:

Increase and diversify promotion of library programs and services across the community and throughout Council



Connected and positive People & Culture

Staffing, management and governance



Strategy 11:

Expand external and internal collaborations and joint initiatives featuring library facilities, resources, programs and services

Strategy 12:

Implement ongoing planning, promotions, monitoring and governance arrangements to maximise the impact of libraries for all

Strategy 13:

Continue to strengthen library staffing and operations including through building staff capabilities, recruiting to meet changing needs, and enhancing internal communications



3.3.2 Actions

To help implement each Strategy above, a number of specific actions have been identified drawing from the research and feedback findings.

To assist the implementation process, the Actions have been listed with indicative timeframes, namely:

- S** Short term (0-2 years)
- M** Medium term (3-4 years)
- L** Longer term (5+ years)
- O** Ongoing

The matrix following also links each action to the key Strategy outcomes listed at Section 3.2.

In addition to the action plans, advice on the activities required to ensure ongoing implementation, monitoring and governance of the Penrith Library Strategy is provided. This is outlined in Section 3.4.

ACTIONS	INDICATIVE TIMEFRAME	RELATIONSHIP TO OUTCOMES
A) MODERN AND ADAPTABLE LIBRARY FACILITIES		
1. Upgrade current library facilities to ensure they are welcoming, accessible and modern		
1.1 Continue to actively monitor, maintain and upgrade current library infrastructure and actions areas requiring additional investment	Ongoing	Outcome 1,2
1.2 Prioritise upgrades to library entrances, foyers, external library signage and wayfinding, with a focus on Penrith City Library	Medium term	Outcome 1,2
2. Plan for future library facilities to meet the service demands of the growing community <i>Also see supplementary advice on this Strategy on the next page.</i>		
2.1 Develop a business case for the redevelopment of St Marys Library as part of the revitalisation of the town centre/Civic Heart	Long term	Outcome 1,2,3
2.2 Consider the planning and development of future library facilities and alternative service delivery methods to existing and projected high growth/underserved areas, with particular consideration for a new library facility at Orchard Hills.	Long term	Outcome 2,3
2.3 In recognition of the limited scope of s7.11 contributions in relation to library facilities planning, actively pursue supplementary funding sources (through state and Commonwealth governments, philanthropic and new Council models) to plan and construct future library facilities	Long term	Outcome 5,6
2.4 Engage in partnerships and collaborations with key regional stakeholders to coordinate regional and local public library service provision (Actions for future library facilities activated with robust outreach and online services – Linked to Strategy 7)	Medium term	Outcome 5
3. Reposition libraries as key contributors to community wellbeing and resilience		
3.1 Continue to design, plan and operate libraries as part of Council's response to natural disasters, severe weather events, and other emerging community risks	Ongoing	Outcome 2,3,4

Requirements for future built facilities in Penrith City (see Strategy 2)

When planning future library facilities, it is proposed that Council adopt a 5-point implementation plan as summarised in Figure 4, namely:

- a) Provide ongoing/increased investment to Penrith City's three existing library branches
- b) Prioritise construction of new St Marys Library as part of town centre revitalisation/Civic Heart
- c) Plan for a new library facility in Penrith's high growth/underserved areas, with particular consideration for a new library facility in Orchard Hills
- d) Maximise links with regional development such as Western Sydney Aerotropolis and Sydney Science Park
- e) Activate all facilities through increased outreach, new collaborations, and online programs/services.

Further, when planning future built library facilities in Penrith City (either as redevelopments, refurbishments or new locations), Council should also consider factors, including though not limited to:

- availability of diversified funding sources
- alignment with key Council documents
- specific geographic and demographic factors
- broader library trends,
- State Library of NSW public library policies and guidance
- ongoing evidence emerging from the implementation of this Strategy.

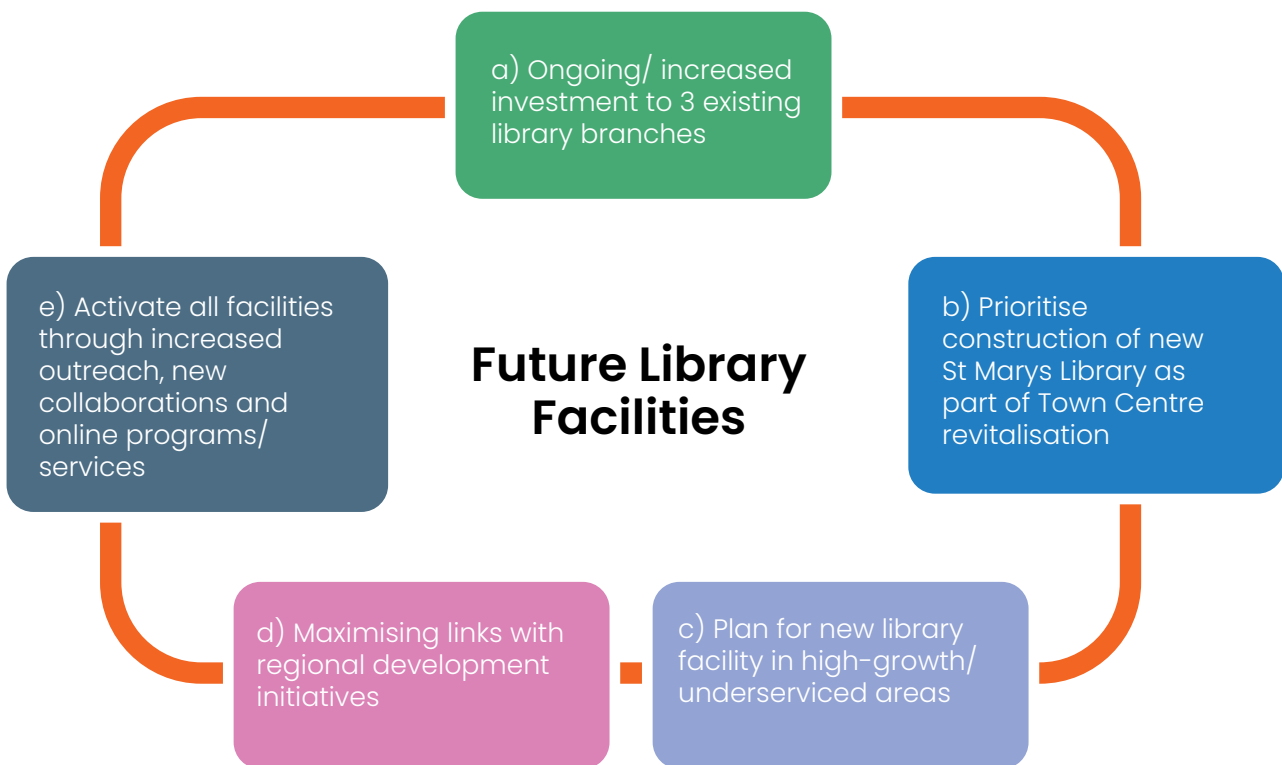


Figure 4: Recommended future facilities model for Penrith City Library Services (IPPG: CLG)

ACTIONS	INDICATIVE TIMEFRAME	RELATIONSHIP TO OUTCOMES
B) RELEVANT AND APPEALING LIBRARY RESOURCES		
4. Invest in diverse library resources (online, digital, hardcopy and in accessible formats) to better cater for diverse user groups, including for children, young people and adults with different cultural and linguistic backgrounds and level of ability.		
4.1 Linked to Strategy 10 (promotions), continue to use the latest demographic data to ensure library resources continue to evolve to reflect the diversity in the community	Ongoing	Outcome 1,2,3,4
<p>4.2 Informed by Council's community liaison and consultation processes (see Action 10.3), develop tailored investment plans for resources specifically for local:</p> <ul style="list-style-type: none"> - Aboriginal and Torres Strait Islander communities • In the first instance, this might include revisiting how Council can more prominently showcase local Aboriginal and Torres Strait Islander collections and resources, in culturally safe and inclusive ways <ul style="list-style-type: none"> - residents from diverse cultural and linguistic backgrounds - seniors and people with disability - young people and local students of all ages - young families, babies and preschools - disadvantaged and marginalised members of the community. <p>(Linked to Action 7.1)</p>	Ongoing	Outcome 1,2,3
4.3 Assess and better utilise relevant online resources through the State Library of NSW	Short term	Outcome 1,2,3
4.4 Explore opportunities to provide the community further access to mainstream and innovative technologies	Long term	Outcome 2,3,4
4.5 Focus on further developing and expanding online collections	Ongoing	Outcome 1,2,3
5. Upgrade library systems and promotions to expand access to library resources		
5.1 Review the Library Management System functions to better meet the needs of Library users and staff	Short term	Outcome 1,4,6
5.2 Review fees on library resources and equipment usage	Short term	Outcome 1,2,4
5.3 Review the accessibility and usability of the Library website	Long term	Outcome 1,2,4
6. Strengthen the library's role in providing access to local history, peoples and cultures		
<p>6.1 Maintain utilisation of local history and culture resources across Penrith City library branches</p> <p>(Linked to Strategy 8 under programs and services)</p>	Medium term	Outcome 3,4

ACTIONS	INDICATIVE TIMEFRAME	RELATIONSHIP TO OUTCOMES
C) VALUED AND ACCESSIBLE LIBRARY PROGRAMS AND SERVICES		
7. Broaden the range of library programs and services offered to better cater for different user groups across the LGA.		
<p>7.1 Informed by Council's community liaison and consultation processes (see Action 11.1), develop new or expanded programs, outreach activities and other activities to specifically attract and engage with local:</p> <ul style="list-style-type: none"> - Aboriginal and Torres Strait Islander communities • In the first instance, this might include developing a targeted program with outreach options to attract local Aboriginal and Torres Strait Islander community members to make greater use of all aspects of Council's Library Services <ul style="list-style-type: none"> - residents from diverse cultural and linguistic backgrounds - seniors and people with disability - young people and local students of all ages - young families, babies and preschools <p>In the first instance focus on developing and promoting current library children's programs and services to increase numbers and diversity of users.</p> <ul style="list-style-type: none"> - disadvantaged and marginalised members of the community. <p>(Linked to Action 4.2)</p>	<p>○ Ongoing</p>	<p>Outcome 1,2,3,4,5</p>
<p>7.2 Conduct a thorough review library outreach services with the aim of increasing awareness and access for different user groups listed at Action 7.1</p>	<p>● Short term</p>	<p>Outcome 2,3,4</p>
<p>7.3 Continue to monitor opening hours to ensure they reflect community demand</p>	<p>○ Ongoing</p>	<p>Outcome 2,4</p>
8. Develop and promote an annual library services cultural and writers events and programs, online and in person		
<p>8.1 Actively pursue opportunities for Penrith City Library Services to better link with local, regional, state and national writing and literary events programs</p>	<p>● Short term</p>	<p>Outcome 3,5</p>
<p>8.2 Increase focus on joint programming with Penrith's major cultural facilities and services</p>	<p>○ Ongoing</p>	<p>Outcome 4, 5</p>
9. Strengthen lifelong learning opportunities covering traditional and emerging life skills, digital skills, as well as creative and recreational pursuits		
<p>9.1 Refresh and re-promote lifelong learning programs and activities trialing new options focused on maker-space type activities, the creative arts and skills development</p>	<p>● Long term</p>	<p>Outcome 1,3,4,5</p>
<p>9.2 Continue investment in technology assistance programs to meet ongoing community demand</p>	<p>○ Ongoing</p>	<p>Outcome 1,2,3</p>
10. Increase and diversify promotion of library programs and services across the community and throughout Council		
<p>10.1 Update existing marketing and communication strategies with a specific focus on channels, mediums and locations for priority user groups in the community</p>	<p>● Short term</p>	<p>Outcome 4,5,6</p>
<p>10.2 Provide greater guidance and training on how to engage potential users with online library programs and events</p>	<p>● Short term</p>	<p>Outcome 3,4</p>
<p>10.3 Support ongoing community engagement activities and services undertaken by Council and the community</p>	<p>○ Ongoing</p>	<p>Outcome 3,4,5,6</p>

ACTIONS	INDICATIVE TIMEFRAME	RELATIONSHIP TO OUTCOMES
D) CONNECTED AND POSITIVE PEOPLE AND CULTURE		
11. Expand collaborations and joint initiatives featuring library facilities, resources, programs and services		
<p>11.1 As part of Council's community liaison and consultation processes, strengthen how library services engages with different groups in the community and gathers ongoing feedback on its facilities, resources, programs and services and people and culture</p> <p><i>(See cohorts listed at Actions 4.2 and 7.1)</i></p>	<p>○ Ongoing</p>	<p>Outcome 5,6</p>
<p>11.2 Strengthen internal dialogue and joint planning between Library Services and other Council departments</p>	<p>○ Ongoing</p>	<p>Outcome 5,6</p>
12. Implement ongoing planning, promotions, monitoring and governance arrangements to maximise the impact of libraries for all		
<p>12.1 Convene regular Strategy coordination sessions with senior Council staff to better integrate library services into other key planning of Council's programs, services and events</p> <p><i>(see details at Section 3.4.2)</i></p>	<p>● Short term</p>	<p>Outcome 6</p>
<p>12.2 Work to expand Council's Library Services Working Party to raise the profile of library services and increase how it positioned and monitored within broader planning and decision making processes <i>(see details at Section 3.4.2)</i></p>	<p>● Short term</p>	<p>Outcome 6</p>
<p>12.3 Work with other Council committees and working parties to facilitate communication and consultation on library projects for particular community groups and needs</p>	<p>● Medium term</p>	<p>Outcome 6</p>
<p>12.4 Implement a multi-tier monitoring and reporting system to track the Library Services Strategy's progress <i>(see details at Section 3.4.3 and 3.4.4)</i></p>	<p>○ Ongoing</p>	<p>Outcome 6</p>
13. Continue to strengthen library staffing, culture and operations including through building staff capabilities, recruiting to meet changing needs, and enhancing communications		
<p>13.1 Assess short, medium and long terms resourcing impacts of implementing this Strategy and identify options for building staff capacity and/or recruiting new people to deliver specific strategies and actions</p>	<p>● Short term</p>	<p>Outcome 5</p>
<p>13.2 Refresh internal Library Services communications, planning and management process to strengthen continuous improvement and issues management processes</p>	<p>○ Ongoing</p>	<p>Outcome 5,6</p>
<p>13.3 Update library services workforce development plans to address the changing post-pandemic workforce needs, including professional development opportunities for library staff</p>	<p>● Short term</p>	<p>Outcome 6</p>

3.4 Putting the Strategy into Action

3.4.1 Strategy Implementation and Reporting

In order to put the above 5-year Strategy into action, Council will develop and report against an **annual Strategy Implementation Plan**, that will include:

- specific deliverables and timeframes
- initiative lead and supporting personnel
- allocated resourcing (where needed)
- performance measures

This plan will be reviewed at least monthly, with reporting on outcomes submitted to the Director – Community and People on at least a six-monthly basis (see metrics in Section 3.2).

3.4.2 Strategy Governance

To put this Strategy into action, and to ensure it is appropriately monitored and reported against, Council will strengthen existing mechanisms to ensure a linked-up approach. This is summarised in Figure 5 and expanded upon below.

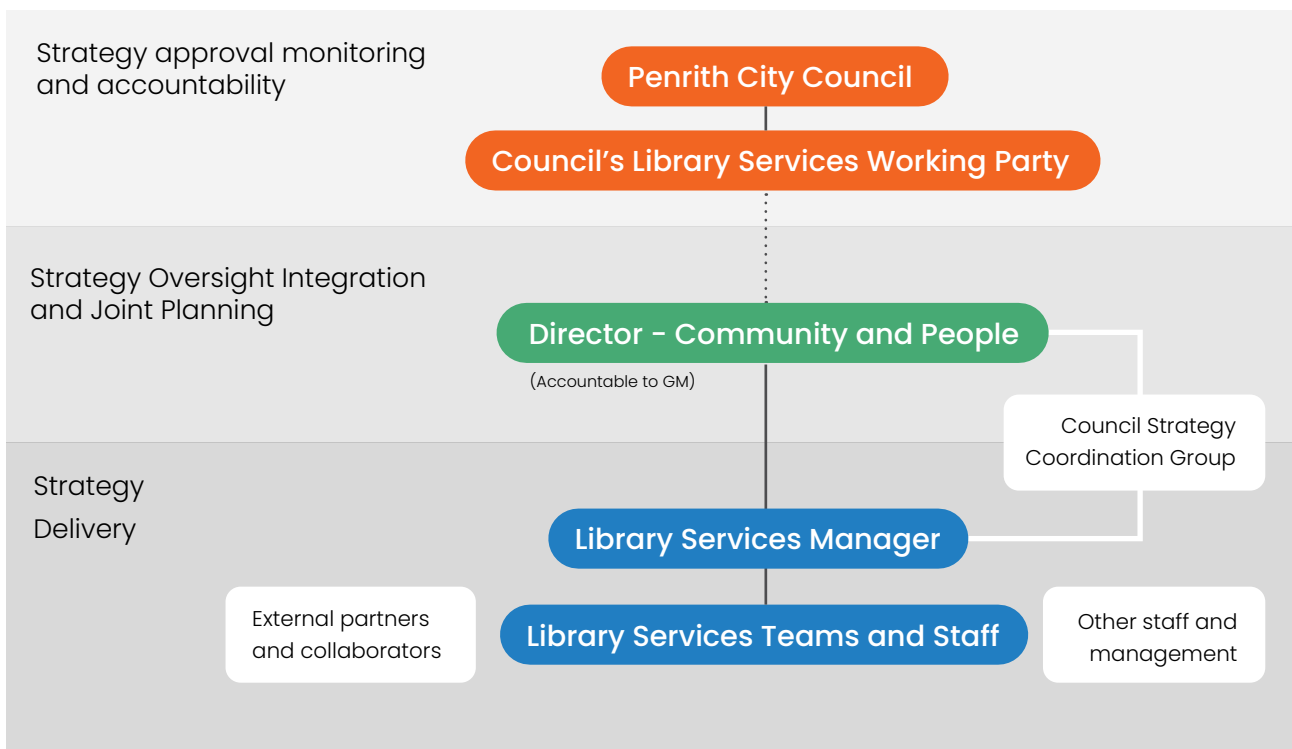


Figure 5: Penrith Library Strategy Oversight and Delivery Model (IPPG: CLG)

Under the direction of the full Council, the existing **Library Services Working Party** – comprised of elected Councillors, Council's Director of Community and People, and senior library management representatives – will provide high-level monitoring and input into the Strategy's progress.

Whilst Council's **Director of Community and People** is accountable to the **General Manager** to ensure the endorsed Strategy is on track, additional planning assistance will be available through the establishment of a senior **Library Strategy Coordination and Joint Planning Group**⁵. Meeting approximately four times per year, this group will ensure ongoing collaborations and communication between Library Services and other Council departments are working, and help plan and coordinate future joint activities.

Day-to-day oversight and planning of the Strategy will remain the responsibility of the **Library Services Manager**, working in close collaboration with existing **team leaders and staff**.

3.4.3 Performance Monitoring and Measurement

To monitor and measure the Strategy's impact, Council will develop and track a select number of metrics against each of the 6 Strategy Outcomes included at Section 3.2.

These metrics will include a blend of existing Council measures, NSW State Library reporting standards and tailored measures linked to specific deliverables in the Strategy (as documented in the Annual Business Plans).

Once the measures are selected, Council will need to confirm:

- baseline measures and/or targets against which successive reporting will be made
- standardised stakeholder feedback questions that can be used in a number of measurement tools and communication channels over time.

The combination of these metrics will form the basis of the reporting options below.

⁵ Suggested membership would include senior representatives from:

- City Resilience – City Activation, Community and Place; Community and Cultural Development; and/or Economy and Marketing
- City Planning
- City Strategy
- Asset Management
- Community Facilities and Recreation, including Ripples Aquatic and Recreation Centre
- Children's Services
- Communications.



3.4.4 Reporting and Accountability

To monitor the progress of the Strategy, Council will adopt a tiered monitoring and reporting system anchored by the Strategy's outcomes.

- The Library Services Manager and their team will undertake a **bimonthly review of the business plan**, adding traffic light assessments and notations as well as adjustments as needed. This will be supplied to the Director for review and direction.
- A **quarterly Strategy dash board progress report** will be prepared for senior management and for the Library Working Party.
- **End of year Implementation Plan Performance Report** will be prepared for the Library Services Working Party together with the next annual implementation program.
- In mid-2027, 12 months before the conclusion of the current 5-Year Strategy, Council will take steps to review all achievements to date and **commission the development of a new 5 to 10-year Strategy**.

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