



26<sup>th</sup> November, 2002

## COMMUNITY SERVICES COMMITTEE MEETING

NOTICE IS HEREBY GIVEN THAT A COMMUNITY SERVICES COMMITTEE MEETING OF THE COUNCIL OF THE CITY OF RANDWICK WILL BE HELD IN THE COUNCIL CHAMBER, TOWN HALL, 90 AVOCA STREET, RANDWICK, ON TUESDAY, 3<sup>RD</sup> DECEMBER, 2002 AT 5:30 P.M.

Committee Members: His Worship, the Mayor, Cr D. Sullivan, Crs Backes (Chairperson), Matson, Notley-Smith, Procopiadis, Tracey (Deputy Chairperson), and Whitehead.

Quorum: Four (4) members.

**NOTE:** AT THE EXTRAORDINARY MEETING HELD ON 5<sup>TH</sup> SEPTEMBER, 2000, THE COUNCIL RESOLVED THAT THE COMMUNITY SERVICES COMMITTEE BE CONSTITUTED AS A COMMITTEE WITH FULL DELEGATION TO DETERMINE MATTERS ON THE AGENDA.

**1 Apologies**

**2 Minutes**

CONFIRMATION OF THE MINUTES OF THE COMMUNITY SERVICES COMMITTEE MEETING HELD ON TUESDAY, 12<sup>TH</sup> NOVEMBER, 2002.

**3 Addresses to Committee by the Public**

**4 Mayoral Minutes**

**5 Library**

5.1 DIRECTOR GOVERNANCE MANAGEMENT & INFORMATION SERVICES' REPORT 44/2002 - MATRAVILLE BRANCH LIBRARY - HOURS OF OPERATION. 2

5.2 DIRECTOR GOVERNANCE MANAGEMENT & INFORMATION SERVICES' REPORT 45/2002 - LIBRARY INFORMATION SERVICES AND TECHNOLOGY STRATEGIC PLAN 2002-2003. 10

**6 General Business**

**7 Notice of Rescission Motions**

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GENERAL MANAGER



## ***Director Governance Management & Information Services' Report 44/2002***

<b>SUBJECT:</b>	MATRAVILLE BRANCH LIBRARY - HOURS OF OPERATION
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<b>DATE:</b>	5 November, 2002	<b>FILE NO:</b>	98/S/0280
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**REPORT BY:** DIRECTOR GOVERNANCE MANAGEMENT & INFORMATION SERVICES

### **INTRODUCTION:**

The purpose of this document is to report on a survey conducted by Randwick City Library & Information Service asking members for their opinion on the hours of operation of Matraville Branch Library. The report recommends that the hours of operation be adjusted as listed below:

#### **Current Hours of Operation**

Monday - Thursday - 9.30 am - 1.00 pm, 2.00 pm - 5.00 pm  
 Friday - Closed  
 Saturday - Closed

#### **Proposed Hours of Operation**

Monday - 3.00 pm - 7.00 pm  
 Tuesday - Thursday 9.30 am - 1.00 pm, 2.00 pm - 5.00 pm  
 Friday - Closed  
 Saturday - 9.30 am - 12.00 noon

### **ISSUES:**

The 2001/2 Budget included an overall savings requirement in the vicinity of \$20,000.00 per annum or the equivalent of 0.5 EFT library assistant. To achieve the saving Council made the decision to reduce Matraville Branch Library hours. This included closing the library between 1.00pm and 2.00pm Monday – Thursday and on Saturday mornings. The Budget savings have been achieved.

The change to reduced hours commenced on Monday 5<sup>th</sup> November 2001. Notices were prominently placed at all library service points over the previous 6 weeks and a comments book was made available at Matraville Library for customer response.

Since that time there has been a significant reduction in usage levels. Customers have also voiced considerable criticism through the comments book and directly to staff. In

particular, they have requested re-instatement of Saturday morning operations. A report by the Acting Matraville Outreach Library Officer on customer concerns is included as **Attachment 1**. Some important points raised by customers have been:

- The disadvantage facing full time workers who are now unable to get to the library after work, or on Saturdays – i.e. no access at all
- The difficulty of parents with young children who are now having difficulty juggling the new hours with child minding in order to attend
- Parents are concerned about the decrease of access hours to the library for educational material, and the development of their child's appreciation of literature (eg. especially Saturday mornings, where the family can attend as a group and parents can actively encourage their children's reading choices)
- The fact that the proposed development of the Prince Henry Hospital site suggests an *increase* in local population and a heightened demand for services, not the reduction of them

Services provided at Matraville Branch Library have been steadily eroded since the initial reduction in hours of operation was implemented in 1999. Each time there is a reduction in hours of operation there is a corresponding reduction in usage. As an example, since the latest changes to hours was implemented in November 2001 there has been an average 27% reduction in overall usage. Statistics do not indicate that former Matraville Branch members have transferred to the Bowen Library for their library needs but rather have more than likely ceased using Randwick libraries altogether. The table below provides a detailed summary of usage statistics for the January-March quarters in 2001 and 2002.

#### **Matraville Library Comparative Usage:**

<b>January-March</b>	<b>2002</b>	<b>2001</b>
Hours of operation	318.5	415
Loans	7235	10234
Loans per hour	22.4	24.7
Visits	5236	6169
Information enquiries	398	1296

A survey was designed in March 2002 to establish if there was a demand for adjusting the hours of operation. The survey emphasised the fact that any changes to hours of operation would need to be within the existing L&IS budget, as additional funding would not be forthcoming. Three options were provided on the form. A copy of the survey form is included as **Attachment 2**.

The survey was launched on 25<sup>th</sup> March 2002, running until 30<sup>th</sup> April 2002. Survey forms were distributed to library customers residing in the 2036 postcode area and were available from the Matraville Branch Library and the Bowen Library. The survey was publicised in the Mayor's Column "Regarding Randwick" in the *Southern Courier* in the first week of April. In all, 3000 survey forms were mailed to library members.

#### **Survey results:**

405 survey forms were completed and returned to either Bowen or Matraville Branch Library.

Over 200 mailed survey forms were returned marked "Left Address". This allowed library staff to remove members who have moved out of the City and/or no longer utilise the library service.

The results were are follows:

- 327 of the completed forms favoured the first option - to amend hours of opening
- 19 completed forms favoured Option 2 but 6 forms did not state which alternative night they would prefer the library to open.
- 54 completed forms were in favour of Option 3 - maintaining existing hours.
- 5 other responses did not want any of those options.

A full breakdown of the survey results is included in **Attachment 3**.

### **Staffing and funding:**

Existing staff will either work the Saturday morning shift as part of their normal hours of employment or as flex time, as per current employment conditions. Staff currently working at the Bowen Library under the same employment conditions will provide additional support.

As there will be no increase in hours of operation there is effectively no additional funding required to adjust the hours of operation at Matraville Branch Library. That is, the proposed changes can be achieved within the existing Budget.

### **Proposed new hours of operation:**

Monday - 3.00 pm - 7.00 pm  
Tuesday - Thursday 9.30 am - 1.00 pm, 2.00 pm - 5.00 pm  
Friday - Closed  
Saturday - 9.30 am - 12.00 noon

### **CONCLUSION:**

The opportunity exists to revise the hours of operation for Matraville Branch to satisfy customer need while remaining within the existing budget. There is a clear customer preference for re-opening on Saturday mornings and for a Monday evening opening.

### **RECOMMENDATION:**

- a) That the report on the Matraville Branch Library Hours of operation be noted.
- b) That a trial of the proposed new hours of operation be initiated for a six month period, commencing Saturday 1<sup>st</sup> February 2003.

- c) That a report on the trial be presented to the Committee in August 2003.

**ATTACHMENT/S:**

1. Report on Response to Changed Sours at Matraville Branch Library.
2. Sample Survey - Matraville Branch Library Hours of Operation.
3. Survey Results.

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MARK HUMMERSTON  
DIRECTOR GOVERNANCE  
MANAGEMENT & INFORMATION  
SERVICES

Attachment 1

## **REPORT ON RESPONSE TO CHANGED HOURS AT MATRAVILLE BRANCH LIBRARY**

18th February 2002

Customers have been encouraged to write responses or criticism of the changed hours in a comments book which is placed in a prominent position at the enquiries desk in the library. To date we have had 22 comments recorded, some of these being written prior to the full change of hours having been implemented, (i.e., when it was still under proposal) and others subsequent to it.

A breakdown of the comments is as follows:

Two comments (9% of the total) are positive – one being a general response to the quality of the library service, the other welcoming the earlier (9.30am) opening hours.

The remaining 20 (91%) are critical of the changed hours. Of these 19, the emphasis is as follows:

Four general comments about the problem limited access, though without pinpointing any specific aspect of the changed hours

One comment specifically addressing the earlier afternoon closure **alone**.

Five comments complaining about both the earlier afternoon **and** Saturday closure

Nine comments specifically complaining about Saturday morning closure **alone**

One comment critical of both lunchtime **and** Saturday morning closure

These complaints appear to indicate that Saturday morning closure is the source of most dissatisfaction amongst complainants, (Saturday being mentioned specifically in 75% of the complaints, with 45% of the complaints specifically addressing Saturday closure alone) By contrast, lunchtime closure was only mentioned once, suggesting that this is possibly the least problematic of the changes.

The reasons given to justify the complaints include:

The disadvantage facing full time workers who are now unable to get to the library after work, or on Saturdays – i.e. no access at all

The difficulty of parents with young children who are now having difficulty juggling hours and child minding in order to attend

Parents who are concerned about their children's increasing lack of access to the library for educational material, and for the development their appreciation of literature (eg. especially Saturday mornings, where the family can attend as a group and parents can actively encourage their children's reading choices)

The fact that the proposed development of the Prince Henry Hospital site suggests an *increase* in local population and a heightened demand for services, not the reduction of them

Residents and ratepayers are not getting value for the contribution of their fees, and services should be improving, not the reverse

Comments include the support of the La Perouse Precinct Committee for the retention of original hours

One comment suggests that the reintroduction of Saturday morning opening *alone* would discriminate against Jewish people who are not active during the period of the Sabbath

The absence of a proper after hours book chute – (we are looking at the possibility of having one available at the newsagent next door)

Some specific suggestions, (apart from the general re-introduction of previous hours) are made, with varying degrees of practicality. They include:

Opening on one or two Saturdays per month

Closing on Mondays, or another day in order to enable Saturday opening

Remaining open later at least one evening per week

**Staff have also received verbal comments, and while we have encouraged customers to put their thoughts in writing, some have remained sceptical of the value of this, offering responses such as “What’s the point, it won’t change their mind” or something to that effect: in other words, Council will go ahead and make changes and continue to rationalize regardless of customer needs and viewpoints.**

In recent weeks, two or three customers have asked: “They’re going to close this place down aren’t they?” This belief is being fed by the previous attempt at closure a few years ago, and the gradual reduction of services which appear to make the library less and less viable and relevant. (Despite the reduced opening times, and the overall decrease in circulation, it is encouraging to see in the latest set of statistics for January 2002 that there has actually been an *increase* in the number of loans *per hour* in comparison with January 2001)

When we have informed customers of the *possibility* of the library being relocated within the Prince Henry Complex, with larger facilities and more staff, this has been met with mixed response – some people quite enthusiastic, and others, (especially older people) seeing its proposed location as just that bit further away, and less accessible.

Attachment 2  
Sample Survey

25<sup>th</sup> March 2002

Dear Library Customer,

### **MATRAVILLE BRANCH LIBRARY HOURS OF OPERATION**

In 2001, as a result of budget constraints, Matraville Branch Library hours of operation were changed and somewhat reduced. In particular, Saturday morning operations ceased.

Randwick Council is aware that customers are not completely satisfied with the new hours of operation. Your comments concerning later evening openings and Saturday morning operations have been noted.

At present it is not possible to increase hours of operation at Matraville library, as additional funding is simply not available and staffing across our three libraries is very tight. However, library staff are keen to try and adjust hours to better suit customer needs.

The proposed change to hours would include a late evening opening on Monday nights and reinstatement of Saturday morning hours. We need your input.

Please tick the box to indicate your preference for hours of operation at Matraville library – please tick one box only.

**Proposed new hours of operation**

Monday 3.00 pm – 7.00 pm

Tuesday – Thursday 9.30 am – 1.00 pm, 2.00 pm – 5.00 pm

Saturday 9.30 am – 12.00 noon

**Proposed new hours but open on a different late night other than Monday [please write your preferred alternative]**

.....

**Retain existing hours**

Monday – Thursday 9.30 am – 1.00 pm, 2.00 pm – 5.00 pm

Please complete this survey and return it to any branch of Randwick City Library & Information Service by 30<sup>th</sup> April 2002.

Thank you

Julie Jarvis  
Manager, Library & Information Services



## Attachment 3



## Survey Results

Option 1: proposed new hours  
327 in favour

Option 2: proposed new hours and different night  
1 – Tuesday  
1 – Tuesday or Wednesday  
5 - Wednesday  
6 – Thursday  
6 – no specific suggestion

Option 3: retain existing hours  
54 in favour

## Other responses:

2 – only want Saturday mornings

2 – prefer to use Bowen Library and consider Matraville to be inadequate to meet needs.

1 – Mon – Fri 2 – 7 pm, Sat 11 - 4 pm



## ***Director Governance Management & Information Services' Report 45/2002***

<b>SUBJECT:</b>	LIBRARY INFORMATION SERVICES AND TECHNOLOGY STRATEGIC PLAN 2002-2003
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<b>DATE:</b>	20 November, 2002	<b>FILE NO:</b>	98/S/0274
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**REPORT BY:** DIRECTOR GOVERNANCE MANAGEMENT & INFORMATION SERVICES

### **INTRODUCTION:**

The Randwick City Library Information Services and Technology Strategic Plan 2002-2005 has been developed in response to advances in technology, particularly the Internet and to the ever increasing emphasis on the use and availability of information and technology in society today.

### **ISSUES:**

This plan recognises the increasingly significant role of libraries as open and equitable points of access to technology and information. The plan will direct the development and implementation of Randwick City Library Service (RCLIS) goals and strategies that are directly and indirectly affected by technology, ensuring that library resources and technology available will support the needs of the Randwick community.

Central to the RCLIS Plan (2002 – 2005) are goals related to 5 key areas:

#### **1. Technology**

- Identify and evaluate emerging and existing technologies and resources that meet and anticipate customers needs in the most efficient manner

#### **2. Access**

- Provide optimum and equitable access to electronic resources at all library locations and remotely

#### **3. Online Content**

- Continue to ensure that the library service is the most comprehensive source of online information for the community

**4. Training**

- Develop the role of the library as a centre for lifelong learning through the provision of technology-based training for library staff and customers

**5. Internal Systems and Networking Infrastructure**

Maintain flexibility of library networks and systems to adapt to new and changing technologies that meet customer requirements.

**CONCLUSION:**

As technology is continuously evolving, it is impossible to predict all the opportunities the Library will have over the next few years. Consequently, this plan is intended to be flexible in order to adapt to inevitable future developments. It reflects a broad overview of the environment in which RCLIS operates and excludes any specific hardware or software recommendations. The plan will be broadly reviewed and updated on an annual basis and thoroughly reviewed and updated during 2005 to accommodate future developments.

**RECOMMENDATION:**

1. That the Library Information Services and Technology Plan 2002-2005 be received and noted.
2. That future Council Management Plans and Budgets incorporate the Goals, Objectives and Strategies outlined in the Library Information Services and Technology Plan 2002-2005.

**ATTACHMENT/S:**

Library Information Services and Technology Plan 2002-2005

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MARK HUMMERSTON  
DIRECTOR GOVERNANCE  
MANAGEMENT & INFORMATION  
SERVICES

# **Randwick City Library and Information Service**

## **Library Information Services and Technology Strategic Plan 2002-2005**



## **Executive Summary**

The Randwick City Library and Information Service (RCLIS) Library Information Services and Technology Plan (2002-2005) has been developed in response to advances in technology, particularly the Internet and to the ever-increasing emphasis on the use and availability of information and technology in society today.

This plan recognises the increasingly significant role of libraries as open and equitable points of access to technology and information. The plan will direct the development and implementation of RCLIS goals and strategies that are directly and indirectly affected by technology, ensuring that library resources and technology available will support the needs of the Randwick community.

Central to the RCLIS Plan (2002 – 2005) are goals related to 5 key areas:

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### **3. Online Content**

- Continue to ensure that the library service is the most comprehensive source of online information for the community

### **4. Training**

- Develop the role of the library as a centre for lifelong learning through the provision of technology-based training for library staff and customers

### **5. Internal Systems and Networking Infrastructure**

- Maintain flexibility of library networks and systems to adapt to new and changing technologies that meet customer requirements.

As technology is continuously evolving, it is impossible to predict all the opportunities the Library will have over the next few years. Consequently, this plan is intended to be flexible in order to adapt to inevitable future developments. It reflects a broad overview of the environment in which RCLIS operates and excludes any specific hardware or software recommendations. The plan will be broadly reviewed and updated on an annual basis and thoroughly reviewed and updated during 2005 to accommodate future developments.

## **Introduction**

### **Background**

Advances in technology, particularly the Internet, and the growing emphasis on the use and availability of information and technology in society today have supported increased customer demand for access to library services and to online information resources. As outlined in the Library Management Strategic plan 2000-2003, the Randwick City Library and Information Service (RCLIS) is committed to providing the community of Randwick (ratepayers, residents and visitors), councillors and council staff with an innovative and technically superior library and information service. The development of a Strategic Information Technology Plan is in response to these demands.

### **Mission Statement and Goals**

*“To develop and promote the role of the library as a vital community resource of information services, information technology, and cultural activity and to ensure that all customers have timely and equitable access to information and services.”*

The Strategic Information Technology Plan will direct the development and implementation of RCLIS goals and strategies that are directly and indirectly affected by technology, ensuring that library resources and technology available will support the needs of the Randwick community. Harnessing the potential of technology is a challenge for any organisation, and particularly the information-based "industry" of the Public Library. Technological solutions are capable of providing a flexible pathway to services and resources for the community whenever they may need assistance and wherever they may be. However, technology should be used only if it adds value to the Library Service and its customers. To that end, this plan is designed to evaluate emerging technologies to ascertain if they will be of benefit to RCLIS customers and staff. The plan also evaluate areas where the potential exists for technology to create solutions that seek to:

- increase the information and services that can be offered to our increasingly diverse community;
- automate functions and tasks and consequently increase the efficiency of Library staff;
- extend a service or resource to a previously undetected segment of the community.

Some of these technologies will be woven into the framework of library services through existing library automation vendors while other technologies will be developed locally.

The Library's role as the community's information utility is to provide equitable and adequate access to information in any form, including printed and electronic, at any time and any location. Technology access and information literacy are essential requirements for access to this information. The Library will therefore endeavour to provide optimum access to technology at all library locations, ensuring that in doing so equity of access issues are addressed. Also the Library will expand its educator role as a guide through the multitude of available information sources and to meet customer requests for technology based training.

This plan sets forth goals, objectives and strategies that RCLIS will pursue over the coming years to realise its commitment. More specific implementation processes will be developed in the yearly Library Management Plan and individual work plans to accomplish the objectives and strategies.

## Vision Statement

This vision statement is intended to express how the library and its services and resources will be improved or modified as a result of using information technology effectively. It is a broad, general vision on the use of technology in the future.

**“All Randwick residents have equitable, convenient and universal access to the information resources and services they need to meet personal, educational, and community goals”**

## Assumptions and Key Success Factors

These assumptions detail the environment in which Randwick City Library and Information Service exists and operates. They reflect current internal and external factors that will impact on the development and implementation of this IT strategic plan.

- The Internet is a major focus for RCLIS activities and will increasingly be the major conduit for its services.
- The influence of the Internet will continue to extend throughout the community and in the future will offer many more resources to users in differing formats. As the Internet will be a major conduit for services, communications will be an integral component in enabling the provision of services.
- There is increasing demand for remote access to information and services.
- Internet users require speed and convenience when using online resources. There will be an increasing expectation of a quick response for online resources.
- The RCLIS network is not an independent entity. It is part of the Randwick City Council wide network and operates under and is confined by decisions made by RCC, through the I.T. division. The I.T. division provides, in part, technical support, network management, system maintenance and upgrading.
- A Service Level agreement is in place to ensure adequate support to RCLIS and our customers.
- Randwick City Council is part of the Total Corporate System Syndicate of Councils, which plans to, through a tendering process, purchase a replacement integrated total software solution, including an option to supply and manage software applications and services through a Managed Service Provider.
- As part of the Total Corporate System Consortium Project, Randwick City Council will implement the new Library Management System component of the successful tenderers software suite. This will be available via the Council Server. It is expected that the new system will be implemented during 2003.

- The plan assumes a strong and well-supported technology infrastructure with adequate levels of connectivity needed to support the planned services, technology and networks.
- RCLIS will continue to endeavour to obtain sponsorship outside of Randwick City Council to assist in the implementation of certain technology projects. Previous examples of sponsors include Randwick Rotary who have provided printers, NSW.Net who have provided PC's for Internet access, and State Library of NSW who have provided grants including \$37, 318 for the Children's Electronic Discovery Centres.

### **Consultation**

While this plan is authored by Megan Saville (Online Services Librarian) and Lynn McIntosh (Reference and Information Coordinator), it reflects the ideas and input from the Library Information Services and Technology Strategic Plan (LISTSP) Advisory Committee. This committee, made up of interested library staff, has been involved in developing the strategic plan and will continue to be so over the life of the plan. The Randwick City Council Information Technology Division has also and will continue to participate in an advisory role. A nominated representative from CIT is also to be appointed to the committee.

As technology is rapidly changing, it would be impossible to predict all the opportunities the Library will have over the next few years. Consequently, this plan is intended to be flexible in order to adapt to inevitable future developments. Any recommendations will be referred back to the LISTSP committee.

### **Evaluation**

This plan covers a three-year period, from July 2002 to June 2005. It will be broadly reviewed and updated on an annual basis. During the third year of this plan the IT Strategic plan advisory committee will undertake a thorough review and revision of the plan. Each objective and strategy stated in the plan will be appraised for successful implementation or otherwise. The results of the appraisal will then be used to determine the general progress on goals. Accordingly, goals will be modified, if necessary and new goals will be developed based on needs assessments and input from associated groups consulted during the review.



## Goals, Objectives and Strategies

<b>GOAL 1</b>				
<b>EVALUATE EMERGING AND EXISTING TECHNOLOGIES AND RESOURCES THAT MEET AND ANTICIPATE CUSTOMER'S NEEDS.</b>				
<b>Objective</b>	<b>Strategies/Tasks</b>	<b>Responsible Officer</b>	<b>Outcomes</b>	<b>Date</b>
Continue the enhancement of public access computers, including hardware, software and communications, throughout the Library Service.	<p>A. Investigate future options for increasing bandwidth and/or changing communications type for NSW.net network computers.</p> <p>B. Replace low-end single workstation printers with networked heavy duty printers in central locations.</p> <p>C. Investigate and implement remote access to the Library catalogue.</p> <p>D. Investigate scanners, Web cams, and readable and/or writable CDRom's for implementation.</p> <p>E. Investigate additional and upgraded software packages and make recommendations.</p> <p>F. Investigate laser colour printing options.</p> <p>G. Investigate viability of fee based data ports for laptops and other portable devices.</p> <p>H. Purchase laptop/s for Library Service.</p>	<p>A. Online Services Librarian and Communications Officer, CITS.</p> <p>B. Network Administrator, CITS.</p> <p>C. Online Services Librarian &amp; CITS.</p> <p>D. Online Services Librarian &amp; Online Access Assistant.</p> <p>E. Online Services Librarian &amp; Online Access Assistant.</p> <p>F. Online Services Librarian.</p> <p>G. CITS.</p> <p>H. CITS &amp; Online Services Librarian.</p> <p>I. Online Services Librarian &amp; Online Access Library Assistant.</p>	<p>A. Provide Library customers with a reliable and fast Internet service.</p> <p>B. – I. Offer an innovative public computer service and meet customer requests for services.</p> <p>J. Improve accessibility to computers through superior</p>	<p>A. Ongoing</p> <p>B. Nov/Dec 2002.</p> <p>C. 2003</p> <p>D. Ongoing</p> <p>E. Ongoing</p> <p>F. Ongoing</p> <p>G. 2003</p> <p>H. 2003/4</p> <p>I. Dec 02 – April 03.</p>

	<p>I. Provide advice on Library Pc's as part of RCC computer replacement program.</p> <p>J. Acquire larger than 15inch sized computer monitors.</p>	<p>J. CITS.</p>	<p>quality displays.</p>	<p>J. 2003 and later as required.</p>
<p>Develop user centric library interfaces for the web and desktop to enhance access to resources.</p>	<p>A. Investigate Z39.50 access to other library catalogues with same Library Management Systems and also libraries within close geographic proximity.</p> <p>B. Implement a children's interface to library catalogue.</p> <p>C. Investigate library catalogue interfaces in community languages.</p> <p>D. Investigate access to Library catalogue using portable devices.</p>	<p>A. G5 Library staff representatives.</p> <p>B. Online Services Librarian &amp; CITS.</p> <p>C. Online Services Librarian &amp; CITS.</p> <p>D. Online Services Librarian.</p>	<p>A. Enhanced access to resources.</p> <p>B. – D. Offer an innovative public computer service and meet customer requests for services.</p>	<p>A. 2003</p> <p>B. 2003 -04.</p> <p>C. 2003-04.</p> <p>D. 2003-04.</p>

<p>Implement services that allow customers quick self help access to library resources and that assist staff in managing access and use of these resources.</p>	<p>A. Expand use of self-check units and identify source and supply for further units at appropriate service points.                  B. Facilitate greater customer use through training and instruction, and location of self-check units.                  C. Investigate the implementation of BPAY and EFTPOS facilities for payment of Library fines and services and other Council accounts.                  D. Investigate remote frequency identification (RFID) technology, including a cost benefit analysis.                  E. Continue to investigate and implement a smart card technology solution throughout the library service. Ensure cooperation and collaboration with any similar Council solution.                  F. Appraise further applications of self-help technologies</p>	<p>A. Client Services Coordinator.                  B. Client Services Officer.                  C. Online Services Librarian, Client Services Coordinator &amp; Business Systems Support Officer.                  D. Online Services Librarian.                  E. Online Services Librarian, Client Services Coordinator &amp; Business Systems Support Officer.                  F. Online Services Librarian.</p>	<p>A. - F. Provide library customers with an innovative and convenient customer service centre.</p>	<p>A. Oct 02 – June 03.                  B. Oct 02 – ongoing.                  C. – F. Oct 02 – ongoing.                  D. Ongoing.                  E. Ongoing.                  F. Ongoing.</p>
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<p>Continue to enhance and increase staff access to computers and other technologies to facilitate provision of quality customer service.</p>	<p>A. Ensure adequate computer facilities for staff to carry out normal work duties, as all duties are now computer based. B. Investigate opportunities available through video conferencing.</p>	<p>A. Online Services Librarian &amp; Library Coordinators. B. Online Services Librarian.</p>	<p>A. All branch staff will have their own PC. B. Library Staff are able to network remotely.</p>	<p>A. Oct 02 – April 03. B. Ongoing.</p>
<p>Develop and maintain cooperative schemes and partnerships with other organisations that facilitate the joint development of IT projects to benefit the community.</p>	<p>A. Participate in collaborative forums such as MPLA, Online Reference Projects, EPLEG, I.T. Users Group and Web Users Group. B. Investigate other strategic partnerships within Council and in the wider library network. C. Form a Library committee that will work with other G5 councils training in the new Library Manager System. D. Work with other G5 councils to standardise and improve work flow processes and ensure available functionality is maximised.</p>	<p>A. Online Services Librarian &amp; Online Services Assistant. B. Online Services Librarian. C. Online Services Librarian and other interests library staff. D. Online Services Librarian &amp; Library Coordinators.</p>	<p>A. – B. Cooperative schemes between library services are developed. C. – D. Best solution to suit all libraries in the G5 consortium is found.</p>	<p>A. Ongoing. B. Ongoing. C. Dec 02 – ongoing. D. Dec 02 – ongoing.</p>

<p>Develop work flow processes within the library that take advantage of software applications that improve the effectiveness of business processes across functions and external vendors</p>	<p>A. Investigate and implement further EDI (electronic data interchange) applications that automate and integrate business processes.                  B. Investigate and plan for implementation of web based collaboration software such as tools that combine communications' abilities – voice, sight, real time interaction etc. – so that people can collaborate more easily. In particular collaborative tools for knowledge sharing, training, and web broadcasts.</p>	<p>A. Support Services Coordinator.                  B. Online Services Librarian &amp; CITS</p>	<p>A. Workflow processes are best practice.                  B. Library staff communication processes are best practice.</p>	<p>A. Ongoing.                  B. Ongoing.</p>
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<b>GOAL 2</b>				
<b>Provide optimum and equitable access to electronic resources at all library locations and remotely.</b>				
<b>Objectives</b>	<b>Strategies/Tasks</b>	<b>Responsible Officer</b>	<b>Outcomes</b>	<b>Date</b>
To ensure sufficient * availability of computer terminals to meet ongoing demand.  * as defined in Library Management Plan.	A. Monitor quarterly Internet availability survey at all locations. B. Reallocate or expand computer terminals, using data from Internet availability survey, to ensure sufficient number to meet demands.	A. Reference & Information Coordinator	A. Computer terminals are most efficiently utilised.	A. Ongoing.
Develop and implement furniture and equipment options that address issues such as sound, access, OH&S and public liability concerns.	A. Provision of headphones at all public access PC's.  B. Investigate installation of listening posts for music collection.  C. As part of RCC computer replacement program, investigate furniture options that feature safety designs such as tables with hidden cable areas. D. Improve staff efficiency by acquiring hands free phones.  E. Investigate options for replacing	A. Client Services Coordinator.  B. Client Services Coordinator.  C. Online Librarian & OH&S Officer.  D. Support Services Coordinator.  E. Online Services Librarian.	A. Library customers have access within library to audio resources. B. Library customers have access within library to audio resources. C. Library customers are provided with a safe library environment. D. Library staff are able to work without risk of injury. E. Ecologically sustainable development. F. Access and equity for all Library customers.	A.- B. April 02 – Dec 02.   C. Ongoing.   D. March 03.  E. 2003.

	<p>standard CRT (cathode-ray tube) screen with LCD (liquid crystal display) monitors (leading to up to 50% reduction in power usage and decreased eye strain).</p> <p>F. Ongoing implementation of adaptive technology services for library customers such as voice recognition software.</p>			F. Ongoing.
Expand and enhance functionality and scope of online catalogue to incorporate online resources.	<p>A. Investigate feasibility of providing access to limited URL's from the in-house catalogue computers.</p> <p>B. Selection, evaluation and cataloguing of Internet sites for inclusion into library catalogue.</p> <p>C. Implanting web URL's into bibliographic records for existing and new resources.</p>	<p>A. Support Services Coordinator &amp; Team.</p> <p>B. Support Services Team and Reference &amp; Information Team.</p> <p>C. Cataloguing Librarian.</p>	A. – C. Provide Library customers with an innovative and useful catalogue that promotes all library resources.	A. - C. April 2003 onwards
To maximise remote access to electronic resources and services from anywhere and at anytime.	<p>A. In consultation with commercial database vendors, investigate and implement remote access options of online databases.</p> <p>B. Continue to develop and implement an electronic library (ibranch) entirely supported through the web.</p>	<p>A. Online Services Librarian.</p> <p>B. Online Services Librarian &amp; Online Access Library Assistant</p>	A. – B. Remote access to online library resources is maximised.	<p>A. Ongoing.</p> <p>B. Ongoing.</p>

<p>Ongoing development and evaluation of the library's electronic resource collection.</p>	<p>A. Comparative evaluation of online versus print versions of library resources.</p> <p>B. Migration from CD-Rom based resources to online resources.</p>	<p>A. Online Services Librarian &amp; Online Access Library Assistant.</p> <p>B. Online Services Librarian &amp; Reference &amp; Information Coordinator.</p>	<p>A. Electronic resources collection is user friendly and meets' customers need.</p> <p>B. Electronic resources collection is user friendly and meets' customers need</p>	<p>A. Ongoing.</p> <p>B. Ongoing.</p>
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<b>GOAL 3</b>				
<b>Continue to ensure the library service is the most comprehensive source of online information for the community.</b>				
<b>Objectives</b>	<b>Strategies/Tasks</b>	<b>Responsible Officer</b>	<b>Outcomes</b>	<b>Date</b>
To sustain and continue the development of library web resources and services and the creation of digital content.	<p>A. Translation of identified targeted pages into community languages.</p> <p>B. Continue to expand the amount of local area and local history information available online.</p> <p>C. Develop an Access database for the Local Studies vertical file and card index.</p> <p>D. Convert Local History databases from Filemaker Pro to database format that is compatible with existing software.</p> <p>E. Investigate feasibility of placing Web cams in library locations to show "What's going on" in the Library on the Library website.</p> <p>F. Convert all current library policies to web accessible format and add to website.</p> <p>G. Purchase of image compression software that is compatible with other such software Council has purchased.</p>	<p>A. Online Services and Community &amp; Access Librarian.</p> <p>B. Online Services Librarian, Online Access Library Assistant.</p> <p>C. -D. Online Services Librarian, Online Access Library Assistant, Corporate &amp; Local Studies Librarian, and Business Systems Support Officer.</p> <p>E. Online Services Librarian &amp; Library Coordinators.</p> <p>F. Online Services Librarian &amp; Online Access Library Assistant.</p> <p>G. Reference &amp; Information Coordinator.</p>	<p>A. RCLIS website is available to all our community including those from non-English speaking backgrounds.</p> <p>B. Library customers are able to search for local studies information online.</p> <p>C. - D. Library customers are able to search for local studies information via an online catalogue.</p> <p>E. RCLIS web site is innovative and informative.</p>	<p>A. Ongoing.</p> <p>B. Ongoing.</p> <p>C. - D. Oct 02 – Dec 03.</p> <p>E. June 2003 onwards.</p> <p>F. 2002-03</p>

Establish standards for Library electronic resources, services and procedures.	<p>A. Maintain procedures for adding metadata to all library html files.</p> <p>B. Establish and maintain standards for responses to email requests via <a href="mailto:contactus@randwick.nsw.gov.au">contactus@randwick.nsw.gov.au</a></p> <p>C. Develop a routine and implement maintenance procedures for staff responsible for Web page development and maintenance.</p>	A. –C. Online Services Librarian & Online Access Library Assistant	A. – C. Standardisation	A. – C. Ongoing
Incorporate marketing and promotion of the Library's electronic services to the community in the Library Marketing Plan.	<p>A. Continue to develop electronic delivery services to customers such as email notification of Library related events and upcoming programmes.</p> <p>B. Develop and implement a marketing strategy, as part of the Marketing Plan, for the Library's online resources and services.</p>	A. Online Services Librarian, Online Access Library Assistant and Marketing & Promotions Librarian.	A. RCLIS electronic services are visible in the community.	A. – B. Ongoing.

<b>GOAL 4</b>				
<b>DEVELOP THE ROLE OF THE LIBRARY AS A CENTRE FOR LIFELONG LEARNING THROUGH THE PROVISION OF TECHNOLOGY BASED TRAINING TO LIBRARY STAFF AND CUSTOMERS.</b>				
<b>Objective</b>	<b>Strategies/Tasks</b>	<b>Responsible Officer</b>	<b>Outcomes</b>	<b>Date</b>
Realise adequate staffing to ensure quality of library programmes and services and to meet customer's growing needs for I.T. based educational training.	<ul style="list-style-type: none"> <li>A. Present report on provision of potential business opportunities for a Computer Club for customers</li> <li>B. Investigate option for employing a qualified trainer/librarian to develop and implement an I.T. training programme for library customers.</li> <li>C. Determine usefulness of online interactive training resources.</li> </ul>	A. – C. Reference & Information Coordinator.	A. – C. Staff and customers are well trained in computer based services.	<ul style="list-style-type: none"> <li>A. Dec 02.</li> <li>B. Ongoing.</li> <li>C. Ongoing.</li> </ul>
Promote electronic literacy within the community.	A. Identify, develop, promote and evaluate technology based training courses for community.	A. Reference & Information Coordinator.	A. Randwick community has opportunities to become information literate.	A. Ongoing.
Continue the ongoing development and enhancement of the current staff technology training programme.	A. Ensure all new staff, including contract staff, attend a comprehensive orientation programme that includes circulation services training and information services training, where applicable.	A. Client Services Officer	A. All new staff are adequately trained in Library systems.	A. Ongoing.

**GOAL 5****MAINTAIN FLEXIBILITY OF LIBRARY NETWORK AND SYSTEMS TO ADAPT TO NEW AND CHANGING TECHNOLOGIES THAT MEET LIBRARY CUSTOMER REQUIREMENTS.**

<b>Objective</b>	<b>Strategies/Tasks</b>	<b>Responsible Officer</b>	<b>Outcomes</b>	<b>Date</b>
Continue to evaluate and enhance the Library's network to meet demands for new technologies.	<p>A. Evaluate benefits that a wireless solution may offer such as checkin/checkout of books and shelf checks.</p> <p>B. Ensure static IP address for Library Service in consultation with CITS.</p> <p>C. Explore possibilities for VOIP (voice over Internet Protocol) applications in the library environment.</p> <p>D. Work with CITS to ensure equitable access to information throughout the library branches. Adequate response times must be a major consideration of any solution.</p>	<p>A. Online Services Librarian &amp; CITS</p> <p>B. Network Administrator.</p> <p>C. Online Services Librarian.</p> <p>D. Online Services Librarian and CITS.</p>	<p>A. Library functions are carried out via the most effective and efficient solution.</p> <p>B. Enable acquisition of products that contractually require static IP's such as ELEP.</p> <p>C. Knowledge of new technology and potential for RCLIS.</p> <p>D. Catalogues and Internet are useable at all Library branches.</p>	<p>A. April 03 onwards.</p> <p>B. 2003.</p> <p>C. Ongoing.</p> <p>D. 2003.</p>
Provide clear and thorough documentation for electronic resources and associated peripherals.	<p>A. Develop printer problem guidelines and PC troubleshooting guides.</p> <p>B. Determine capacity to refine online help screens on library catalogue and undertake if possible.</p>	<p>A. Online Services Librarian.</p> <p>B. Online Services Librarian &amp; Business Systems Support Officer</p>	<p>A. Clear documentation is available for all Library staff.</p> <p>B. Searching the catalogue is clear.</p>	<p>A. Ongoing.</p> <p>B. Ongoing.</p>

<p>Create a dependable I.T. infrastructure in order to deliver quality information services</p>	<p>A. Initiate move towards service level agreements with IT division to ensure high standard of service is provided to library customers.  B. In conjunction with the CITS, develop the flexibility of existing network to cater for the creative use of I.T. by users that may conflict with Councils internal users such as chat facilities.  C. Ensure all required sites are accessible through the Council firewall and remain so.</p>	<p>A. Library Manager and I.T. Manager.  B. CITS &amp; Online Services Librarian.  C. CITS &amp; Online Services Librarian</p>	<p>A. Service Level agreement is in place between CITS and RCLIS.  B. Customers have access to all required online facilities.  C. Customers have access to all required information websites.</p>	<p>A. Nov 02 onwards.  B. Ongoing.  C. Ongoing.</p>
<p>Enable customised and personalised services for registered clients to enhance retrieval and customer satisfaction.</p>	<p>A. Tailoring of Library catalogue to customer requirements, that is the development of "My Library" portals.  B. Examine collaborative filtering software that will provide catalogue enhancements such as readers recommend feature, customer email alert for newsletters, holds, and new books.</p>	<p>A. – B. Online Services Librarian &amp; Business Systems Support Officer</p>	<p>A. – B. Library customers have access to fully customisable services.</p>	<p>A. - B. Dec 2002 onwards.</p>
<p>Develop the technical knowledge of key Library and I.T. staff as regards the Library Management System, soon to be Infovision.</p>	<p>A. Broaden and develop knowledge base through sharing current knowledge.  B. Study current documentation and implement effective tools revealed.  C. Network with external groups to foster exchange of mutually useful knowledge such as InfoVision User group meetings.</p>	<p>A. – C. Online Services Librarian, Reference &amp; Information Coordinator, Client Services Officer and Business Applications Officer.</p>	<p>A. – C. Knowledgeable library staff and Library Management System that is optimally utilised.</p>	<p>A. – C Ongoing.</p>