LEARNING AND DISCOVERY STRATEGY
2019-2023
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**EXECUTIVE SUMMARY**

The City of Logan’s residents love their libraries and with 1,701,563 visits during the 2018/19 financial year, Logan City Council Libraries have a key role in realising Council’s vision for an innovative, dynamic city of the future.

This vision is influenced by the generation of social capital among the people who live and work in Logan. Through the development and implementation of purposeful programming and opportunities, libraries are enabling positive social capital creation through shared identity, understanding, values, trust and cooperation.

This strategy sets out the roadmap for Logan City Council Libraries’ programming and community engagement over the next four years. It will enable our libraries to contribute to the liveability of the city and social well-being of our residents, by creating community connections that encourage engagement, collaboration and experience.

The *Logan City Council Libraries Learning and Discovery Strategy 2019–2023* establishes a vision of libraries as the city’s centre for life-long and self-directed learning and discovery. To achieve this, the strategy will determine outcomes, linked to Council’s core corporate strategies that are responsive to the current and emerging needs and aspirations of Logan’s community.
WHY WE NEED THE STRATEGIC DOCUMENT

Logan City Council Libraries respond to a broad range of needs with a broader range of services. With a dynamic community to provide services to, it is vital for the library service to maintain its capacity to deliver meaningful programming to meet the diverse mix of community needs and aspirations.

The usage patterns of Logan City Council Libraries are evolving. While the founding purpose of libraries continues to be providing information, supporting literacy and guiding customers to essential resources, changes in the nature of learning and to the community have contributed to the changing landscape of libraries. While borrowing from the libraries’ collections remains a core service, the use of library spaces is diversifying: with the increasing use of technology, use of libraries’ online services, meeting room use and participation in library programming and outreach activities.

During 2018/19, 118,323 people participated in 7,990 library programs with increased attendance at digital literacy and early years’ activities. These consistent participation rates indicate a strong desire by the community to engage in library-facilitated events and activities. Variations in the types of events in which people choose to participate suggest that the library service needs to be proactive in its approach to library programming, by delivering content that remains relevant to community needs.

The Libraries Learning and Discovery Strategy 2019–2023 will direct the development and delivery of community engagement and programming, by establishing a set of outcomes to deliver purposeful programming to the community.

The Libraries Learning and Discovery Strategy 2019–2023 will also incorporate into its community engagement and programming objectives a distinct strategic focus and approach for the ongoing key actions and outcomes of Logan City Council Libraries’ previous strategies. These strategies include our action plans, e.g. Aboriginal and Torres Strait Islander Strategy, Volunteer Strategy, Baby Boomer Strategy, Under 18s Strategy, Disability, Access and Inclusion Action Plan and Multicultural Action Plan.

The success of these strategic approaches have strengthened Logan City Council Libraries’ ability to deliver services to identified cohorts. By incorporating the intentions of these strategic documents, the library service is reinforcing its ongoing commitment to providing relevant experiences to the community.

HOW THE STRATEGIC DOCUMENT WAS DEVELOPED

Through consultation and industry research, Logan City Council Libraries have developed a set of strategic outcomes that will support the delivery of key library services including programming and community engagement. Residents regularly provide Logan City Council Libraries with meaningful evaluation and feedback about the services delivered in nine locations across the city and this feedback has been reviewed to help develop the outcomes of this strategy.
Feedback received on suggested future events actively guides programming, particularly where a range of requests for the same activity is received at multiple libraries.

Changes made to programming based on visitor feedback builds relationships with our customers, helps to improve our programs, increases attendance and provides the stories to gain support from the public and for promotions.

**WHAT YOU TOLD US—AND HOW WE USED THIS INFORMATION**

Logan City Council Libraries values feedback from the community and we have a number of mechanisms in place to receive regular feedback about the delivery of library programs and outreach.

Here are some examples of the feedback mechanisms we use to gauge community perceptions:

- **VISITOR LIBRARY EVENT EVALUATION FORMS:**
  Attendees at library events are invited to provide feedback on the activity in which they participated. These evaluation forms provide quantitative and qualitative data to help Logan City Council Libraries better understand satisfaction levels with programs.

  Overall positive and constructive feedback is received on current programs, including the impact a program may have had on a participant. The information received from participants can lead to service improvements. Examples of this include job readiness programs, the introduction of business programming and the use of Auslan translators at some library events.

  Feedback received on suggested future events actively guides programming, particularly where a range of requests for the same activity is received at multiple libraries.

  Changes made to programming based on visitor feedback builds relationships with our customers, helps to improve our programs, increases attendance and provides the stories to gain support from the public and for promotions.
» The development of new myGov help workshops to help job seekers overcome barriers.
» The Women’s English Conversation Group at Logan Central Library.
» Delivery of First Five Forever services into community growth areas such as Yarrabilba.

HOW THE STRATEGIC DOCUMENT WILL BE IMPLEMENTED AND REPORTED

The Libraries Learning and Discovery Strategy 2019–2023 will inform the programming deliverables of the Libraries and Creative Industries’ Business Plan. This strategy will provide the framework to allow libraries’ staff to be guided in the development, implementation and evaluation of programming and community engagement.

To deliver purposeful and engaging programming that is responsive to the needs and aspirations of the community, the actions of this strategy will be implemented through the annual Logan City Council Libraries’ Programming Plan. The Programming Plan will establish the deliverables for each financial year.

Programming at libraries will be expected to support the outcomes of the strategy by implementing the strategy’s actions.

Delivery of actions will be reported as part of the Libraries and Creative Industries’ Branch’s monthly business reporting.
STRATEGIC FIT

The Libraries Learning and Discovery Strategy 2019–2023 sits within a broader strategic framework that informs the policy direction and outcomes of Logan City Council Libraries.

The Libraries Learning and Discovery Strategy 2019–2023 is aligned to the following relevant State Government and Council strategic policies and priorities:

LOGAN CITY COUNCIL CORPORATE PLAN PRIORITY AREAS:

• **QL 1.3:** Deliver innovative community-based programs at our libraries to improve developmental, educational and economic outcomes for all ages.

• **QL 2.2:** Implement Council initiatives to improve accessibility and quality of life for people of all abilities, ages and cultures, including Aboriginal and Torres Strait Islander peoples.

STATE LIBRARY OF QUEENSLAND:

**THE NEXT HORIZON: VISION 2017 FOR QUEENSLAND PUBLIC LIBRARIES:**

Communicates an aspirational and forward-thinking strategic vision for Queensland’s public libraries 2013–2017. It recognises the diversity of Queensland public libraries but applies to all, regardless of how far each has progressed in the journey towards a fully realised 21st Century library.

Source: plconnect.slq.qld.gov.au/?a=349106

**REALISING OUR POTENTIAL: A VISION FOR QUEENSLAND PUBLIC LIBRARIES:**

Communicates a shared and aspirational future for Queensland public libraries and Indigenous Knowledge Centres (IKCs). It articulates the partnership between state and local government to enable a vibrant and dynamic network of public libraries and IKCs.


QUALITY LIFESTYLES

• **II 2.2:** Establish an events program, highlighting the heritage, cultural, recreational and environmental assets of the city and focussing on return patronage of residents and visitors while showcasing the city as a thriving destination.

IMAGE AND IDENTITY

• **II 2.2:** Establish an events program, highlighting the heritage, cultural, recreational and environmental assets of the city and focussing on return patronage of residents and visitors while showcasing the city as a thriving destination.
The vision for this strategy is for Logan City Council Libraries to be the city’s centre for lifelong and self-directed learning and discovery.

Through this vision, Logan City Council Libraries is affirming its commitment to being a contributor to the liveability and social well-being of the City of Logan.

The following table demonstrates the strategic alignment of the Libraries Learning and Discovery Strategy 2019–2023 with Logan City Council corporate planning priorities.

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<thead>
<tr>
<th>STRATEGIC DOCUMENT</th>
<th>VISION</th>
<th>PRIORITY AREA</th>
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| Corporate Plan 2017–2022 | Logan City Council: Innovative, dynamic city of the future | • Quality Lifestyles  
• QL 1.3  
• QL 2.2  
• Image and Identity  
• II 2.2 |
| Arts Culture and Heritage Strategy 2018–2022 | Supporting a city that champions arts, culture and heritage for their inherent value and for the social and economic benefits they can provide | • Development  
• Engagement  
• Places and Spaces  
• Partnerships  
• Communication |
| Cultural Diversity Policy | | To provide a framework for delivering inclusive and appropriate services and information to all residents regardless of cultural or linguistic background. |
| Cultural Development Policy | | • Provide ongoing support for Logan City Council Libraries.  
• Provide suitable facilities and programs which satisfy the city’s prevailing and developing cultural needs  
• Raise community appreciation, understanding and awareness of the creativity, cultural diversity and heritage of the City of Logan and its residents |
| Access and inclusion plan 2019–2022 | Opportunities for all: people of all abilities are able to fulfil their potential in the City of Logan. | Council is committed to implementing an effective Access and Inclusion Plan 2019–2022 that considers the needs and aspirations of our community and seeks to provide practical measures for equitable access to Council’s planning services, facilities, programs, communications and employment processes. |
| Realising our potential: A vision for Queensland public libraries — State Library of Queensland | Communicates a shared and aspirational future for Queensland public libraries and Indigenous Knowledge Centres. | • Deeply local outcomes  
• Extending our reach  
• Realising our potential |
OUTCOME: ACCESS AND INCLUSION

Aim:
Libraries provide equitable, safe and welcoming environments where anyone can access and participate in shared experiences, for individual and community enrichment and empowerment.

Actions:
» Increase library membership, library use and people’s access to and awareness of library resources by identifying and addressing barriers to access.
» Continue to deliver library programming that features Aboriginal and Torres Strait Islander content and encourages improved community engagement and understanding.
» Provide digital literacy opportunities that help make new and emerging technologies more accessible for all ages.
» Update the Accessibility Centre as an inclusive facility with services, programs and resources to meet the needs of community members who experience barriers to access.
» Ensure library information and communication is accessible, inclusive and provides a range of feedback mechanisms.
» Increase the capacity of library staff and volunteers to be responsive to the needs of people living with disabilities and/or barriers to access.
OUTCOME: ECONOMIC OPPORTUNITY

Aim:
Libraries are places for building economic and social capital through resources, programs and services.

Actions:
• Partner in the development and delivery of library programs that support job seekers, financial literacy, workforce participation and sustainable retirement.
• Develop and implement programs and spaces that support small business, including skills development for home-based micro-enterprises.
• Collaborate in researching and designing an entrepreneurship program that aims to develop the innovation capacity of Logan’s youth.
• Provide networking opportunities for people to share expertise, knowledge and skills in business.
OUTCOME: NURTURING LEARNING AND WELL-BEING

Aim:
Libraries provide access to learning opportunities that deliver active skill building, creative exploration, critical thinking and enjoyment.

Actions:
• Provide inclusive opportunities that encourage lifelong learning for people of all ages, abilities and backgrounds.
• Encourage a love of reading amongst the Logan community and reinforce the concept of reading as a life skill.
• Seek partnerships and collaborative opportunities to deliver programs that support healthy lifestyles and improve the community’s wellbeing.
• Continue to support and deliver adult and intergenerational literacy programs.
• Maintain and expand on the early years’ literacy programming including the suite of First Five Forever resources.
• Support school-aged children by providing enriched out-of-school learning and skills development opportunities.
• Provide dynamic programming for young people that empowers them to later become engaged and active adults.
• Develop and implement relevant and trending activities and events targeted at people aged 25 to 45 to encourage increased lifelong learning.
OUTCOME: SUSTAINABILITY

Aim:
Libraries endorse sustainable values and encourage a city-wide culture of sustainability by providing the community with opportunities to gain best-practice experience.

Actions:
- Deliver programs for children and youth that provide opportunities for the discovery of environmental, social or economic sustainability.
- Continue to support programming that encourage residents to take a proactive approach to sustainability and green living.
- Seek partnerships and collaborative opportunities to improve the community’s capacity to live more sustainably.
- Identify and implement sustainable methods for delivering programs and outreach, including engaging staff in best practice approaches.
- Increase the presence on the library website of accessible, up-to-date and relevant information and resources about sustainability and green living.
OUTCOME: CONNECTED COMMUNITY

Aim:
Libraries are active anchors that bring all citizens together to participate in community and cultural learning activities and conversations.

Actions:
- Maintain an awareness of the community’s diverse needs by sustaining and contributing to collaborative community partnerships.
- Continue to seek opportunities to deliver library programs to remote/isolated and under-served communities.
- Provide support, training and development opportunities to volunteers in acknowledgment of their economic, social and cultural value.
- Continue to deliver programs that showcase and celebrate diversity and support culturally and linguistically diverse (CALD) communities and Aboriginal and Torres Strait Islander residents.
- Provide opportunities for communities to explore and connect with local history and cultural heritage.
- Develop and deliver flexible First Five Forever outreach programming that is aligned to community priorities.
- Continue to develop and deliver the digital Home Library Service.
OUTCOME: EMBRACING LIFE-LONG CURIOSITY AND DISCOVERY

Aim:
Libraries support Council’s vision of an innovative, dynamic city of the future by providing discovery programs that generate opportunities of inspiration and creativity for people of all ages.

Actions:
- Provide innovative programs that promote play-based learning and discovery for all ages.
- Continue to deliver Science, Technology, Engineering, Arts and Mathematics (STEAM) programming through all libraries.
- Provide places and opportunities for cultural and creative experiences.
- Continue to support social skills learning through after-school programs.
- Continue to deliver relevant and innovative programs that encourage intellectual freedom and community conversations in safe, neutral library spaces.
POLICY POSITION

Logan City Council’s Cultural Development Policy underpins and has guided the development of this strategy.
Logan City Council Libraries is highly regarded by the residents of Logan and is considered a key service provider by the community. The high satisfaction Logan residents have with Logan City Council Libraries was confirmed in the Logan City Council Resident Survey 2018 where Libraries was the highest performing service. It recorded a statistically significant increase in satisfaction over the past two years with an average satisfaction rating of 84%. A 65% usage rate by survey respondents also indicates libraries are regularly visited by a large portion of the community. When benchmarked with comparable councils, Logan City Council Libraries has an eight point lead between itself and council library services in comparable local government areas.

During the 2018/19 financial year, 1,701,563 people visited a Logan City Council Library. With 132,809 library members, over the 2018/19 financial year, Logan residents engaged with libraries in a variety of ways including:

- **1,701,563** visitors to Logan City Council Libraries
- **857,401** library website visits
- **198,360** hours of free internet access
- **56,644** Wi-Fi sessions
- **1,701,563** visitors to Logan City Council Libraries
- **504,248** reference enquiries answered at the libraries
- **1,901,218** library items loaned
- **504,248** reference enquiries answered at the libraries
- **7,990** library learning programs delivered
- **13,600** hours of community meeting room usage
- **1,901,218** library items loaned
- **Home Library Service volunteers driving more than 31,000 km to deliver to housebound library clients.**
During 2018/19, 118,323 people participated in 7,990 library programs with increased attendance at digital literacy and early years’ activities. Libraries also maintained a strong presence within the community by delivering nine percent of its programming in collaboration with community organisations. The consistent participation rates at library events indicate a strong desire by the community to engage in library-facilitated events and activities. This also suggests that Logan City Council Libraries is predominantly meeting the current needs of the community.

A genuine strength of Logan City Council Libraries is its ability to keep up with the change of use patterns of library patrons by providing new services and up-to-date resources. But as the way people live, work, learn and play changes, a key challenge for Logan City Council Libraries is how it can effectively adapt to meet the current and emerging needs of 21st Century library users.

Since 2013, Logan City Council Libraries have implemented a customer service project and a series of strategies and action plans into its Business Plan. The purpose of these initiatives has been to improve and inform the delivery of library services to Logan’s diverse community by strengthening the capacity of libraries to meet a variety of needs. It is now the end of the lifecycle for the Aboriginal and Torres Strait Islander Strategy, Volunteer Strategy, Baby Boomer Strategy, Under 18s Strategy, Disability Access and Inclusion Action Plan and Multicultural Action Plan and this presents an opportunity for the successes and learnings of these initiatives to be incorporated into a single strategy. The Library Learning and Discovery Strategy 2019–2023 will provide an overarching focus on the delivery of outcomes that incorporate the key actions of all of these initiatives.

In 2018, Logan City Council Libraries introduced Radio Frequency Identification (RFID) technology into its nine library locations. As a technology, RFID presented an opportunity to automate a number of library processes that were time consuming and involved significant manual handling. Through the reduction in time taken to issue and return library items, staff resources have been re-aligned to high-value customer service tasks, including program delivery. As the use of RFID in libraries matures, there are increasingly more opportunities to leverage the advantages of the time saved by staff through the automation of library transactions. To assist in the allocation of available staffing resources, the Libraries Learning and Discovery Strategy 2019–2023 will help inform the future development and planning of library programming and community engagement.

The delivery of early years learning and literacy is a cornerstone of Logan City Council Libraries’ programming priorities. Commencing in 2019, Logan City Council Libraries has engaged an Early Years Library Coordinator tasked with planning, developing and implementing early years learning and literacy projects and initiatives. By embedding a specialised role into the Libraries and Creative Industries Branch organisational structure, there is a commitment by Council to the ongoing development of early years learning and literacy within libraries and throughout the community.
WHERE ARE WE GOING?

As one of Queensland’s fastest growing cities, the City of Logan is facing challenges that shift the way people approach and engage with their community. With an expected population increase of up to 200,000 within the next 15 to 20 years and with a proportionally higher number of young people living in Logan, rapid growth is expected. Changes in the way people work is also anticipated with Logan’s already diverse economy expected to move towards technology-driven, knowledge-based industries.

Public libraries also face challenges which are causing them to look inward at how they can turn potential threats to service delivery into opportunities for revitalisation. When considering future service development, libraries need to assess the impact of the domination of digital natives, brought up during the age of digital technology. As people who have grown in the digital age, digital natives and their influence on societal change will impact on the types of services delivered in libraries and how this demographic will interact with libraries is an important challenge to embrace.

Libraries are challenged by the ongoing commercial competition for information access and delivery services. The Internet, on-demand streaming services and online providers of eBooks all impact on the service delivery models of libraries. Rather than competing with these services, libraries need to examine how their resources complement these information sources and how library staff guide and support information literate people.

Libraries are also impacted by the predetermined perceptions of the community towards library services. The concept of library nostalgia is emerging as a potential issue due to the ability for resourcing decisions and customer usage to be influenced by a misunderstanding of the services provided at libraries and the role libraries play in the community.

To address these emerging issues, libraries are examining their spaces and the way they exist in and serve the community. Through virtual collections, a strong digital presence and the delivery of engagement opportunities outside of the physical library, libraries are moving towards a state where the library does not exist as a single, physical state. As a result, libraries and their services are moving towards a more fluid state where access to library services remains available after the library venues close each day. How Logan City Council Libraries reflect this is in the availability of electronic collections, the provision of programming outside of normal business hours and by engagement with the community through collaboration and partnerships.

As a result of the demographic changes in Logan and the challenges for libraries in delivering 21st Century library services, Logan City Council Libraries is moving towards a position that identifies programming and community engagement as a key aspect of library service. As libraries sustain, expand and improve programs and execute new ones, this strategy will ensure these library programs emerge from outcomes that support the community.

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To embed the actions of the *Libraries Learning and Discovery Strategy 2019–2023* into the library’s service delivery model, over the next four years, Logan City Council Libraries aims to deliver:

- Purposeful programming that is engaging and respondent to emerging community needs.
- Collaborative working opportunities to deliver collective outcomes of this strategy.
- An improved capacity to respond to a broad range of community needs.
- Appropriate resourcing (including facilities, materials and human resources) to enable the delivery of the outcomes of this strategy.
- Library programs that are informed by outcomes that support the community.
- Accessible library programming that:
  » is inclusive
  » embraces diversity
  » encourages a love of reading
  » supports the early years learning and literacy needs of children under five
  » increases out-of-school learning opportunities for children
  » extends opportunities to young people by empowering them to become engaged and active adults
  » provides increased life-long and self-directed learning opportunities for adults.
The following areas of interest have been identified as critical to achieving Logan City Council Libraries’ vision for library programming and community engagement:

- Library programming is purposeful and agile enough to be able to respond to the emerging needs of community.
- Libraries have a robust structure for the development and delivery of library programming.
- Library programming encourages improved community participation.
- Library programming, by default, is inclusive and encourages diversity awareness.
- Working proactively with the community to ensure it continues to value Logan City Council Libraries.
- Libraries encourage ongoing consultation and community feedback to ensure library programming is meeting community need.
- Libraries continuously skill library staff so they are able to effectively deliver library programming and community engagement opportunities.

The Libraries Learning and Discovery Strategy 2019–2023 sets out the framework that Logan City Council Libraries will use to deliver purposeful, engaging and respondent library programming and community engagement to the communities in the City of Logan.

To support Logan City Council Libraries’ vision of being the city’s centre for lifelong and self-directed learning and discovery, Libraries will undertake the following actions:

- An analysis of the suite of library programming.
- An analysis of the financial resourcing provided to facilitate library program delivery.
- Recommend and implement changes based on the outcomes of this strategy.
- Continue to encourage community feedback about library programming and use this feedback to inform the development of library programming and community engagement.
- Advocate and promote the value of library programming and community engagement for liveability, well-being and the generation of social capital.
- Development of the skills and competencies of library staff to better support them in their facilitation of library programming to the community.
- Provide volunteer opportunities to encourage participation.
- Implement efficiencies in operational workflow to support the delivery of library programming.