



HUME CITY COUNCIL
Libraries and Learning Service
Plan 2021–26

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ACKNOWLEDGMENT OF TRADITIONAL OWNERS

Hume City Council recognises the rich Aboriginal heritage within the municipality and acknowledges the Gunung-Willam-Balluk of the Wurundjeri as the Traditional Custodians of this land.

Council embraces Aboriginal living culture as a vital part of Australia's identity and recognises, celebrates and pays respect to the existing family members of the Gunung-Willam-Balluk and to Elders past, present and emerging.

ESCAPE iMAGINE SEARCH CONNECT SHARE
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TALENT TALK DESIGN LEARN

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Executive Summary

Hume City Council has strived for over 20 years to embed a culture of learning across the city. The Social Justice Charter, Learning Together 2030, and the Community Vision all recognise the importance of creating a learning community, where learning is a central foundation for individual and collective wellbeing.

The importance of inspiring and igniting the community's imagination in the pursuit of knowledge and personal development remains just as relevant in 2021. Council is faced with the challenge and opportunity of continuing to embed a strong learning culture as the city's population continues to grow.

In 2021, Hume City is home to 248,900 people. This is expected to grow by 50%, to 373,000 people, by 2041. The suburbs that are expecting the most growth are Sunbury, Craigieburn, Mickleham, Kalkallo, and Greenvale. Mickleham and surrounds are amongst the fastest growing suburbs in Australia.

Recognising the effects of this growth, and the desire to continue creating learning opportunities that support everyone to reach their full potential through all stages of their life, Council's library and learning services were reviewed.

The outcomes of this review will guide Council's decision-making about the most appropriate, responsive and sustainable approaches to provide library and learning services, now and into the future.

The scoping questions that defined the parameters of this review were:

1. How can Council's library services be best designed to respond to current and future needs and expectations of Hume's community?
 - a. How can Council's library services be best designed to respond to current and future needs and expectations of Hume's community?
 - b. What types of improvements, if any, could be made to further enhance the efficiency, effectiveness and customer experience of the service?
 - c. In considering the regional, neighbourhood and mobile library model and hierarchy, and Council's outreach programs, is the design of the service meeting future requirements or would alternative models be more responsive?
 - d. When considering the scope of services and programs provided by Council's library service and that of other service providers (e.g., neighbourhood houses), are there any cohorts being under or over serviced by Council?
2. What infrastructure, resources, skills, technology, and capabilities are required to continue to provide a high quality and responsive library service, now and over the next five years?

In addition to these scoping questions, the review also considered best practice recommendations from the 2019 Victorian Auditor General's Office review into Library Services and a General Business Item (March 2020) regarding library opportunities for Greenvale (Supporting Documents: Appendix 1).

It was found that Council's library and learning services perform well and deliver high-quality services that are held in strong regard by the community. It also identified opportunities to strengthen service accessibility, responsiveness and flexibility, especially in growth areas.

These opportunities are encompassed within four location and service principles. These principles will guide service planning into the future and ensure Hume Libraries are focused on the critical success factors that will enable community needs to be met.

Hume Libraries will be:

Accessible: digital library services will be accessible to all members of the Hume community 24/7.

85% of Hume residents will be able to access a Hume Library service within a 10-minute drive of their home.

Responsive to community need and expectation: working with community stakeholders to deliver the best outcomes for the community, with a focus on continuous improvement, resulting in an agile service that delivers on current and future community needs and expectations.

Welcoming and well located: fostering community pride and connection, located close to home, within walking distance to main public transport routes, and accessible by people of all abilities. Our community will feel safe and be proud of our services; they will want to visit and stay.

Well designed; flexible and integrated: delivering something for everyone and able to adjust to changing need, having considered the needs of the community and the local environment.

Summary of Recommendations

In consideration of the location and service principles, the key recommended actions of the Service Plan include:

1. Improve speed and reliability of library public Wi-Fi services (including mobile) to ensure the service offering matches community expectations.
2. Trial noise attenuation improvements and investigate opportunities to dedicate more spaces for quiet study at Hume Global Learning Centres during peak times.
3. Review the prominence of location and wayfinding signage to ensure library services remain highly visible to the community.
4. Trial programs and workshops to cater to different audiences and evaluate evening opening hours.
5. Continue to deliver learning programs that provide pathways to education, employment and skill development.
6. Replace the mobile library trailer with two smaller mobile outreach vans, supporting greater access to communities and cohorts that are currently not being reached.
7. Following the implementation of the new outreach vans, trial alternative outreach locations in Roxburgh Park and Campbellfield to improve service access.
8. Develop a regional library in Kalkallo. Engage with Whittlesea and Mitchell Councils to explore partnership opportunities. In the short term, explore opportunities for temporary service for the Kalkallo community, until such time as the regional library is operational.
9. Implement a branch library service in Mickleham. In the interim, continue to provide an outreach library service to support community access, include trial of a remote locker and delivery of programs within community spaces.
10. Develop a business case and concept plans to secure capital works funding for a small-scale permanent library service in Greenvale West. In the interim, continue to provide an outreach library service to support community access to services, including trial of a remote locker and delivery of programs within community spaces.
11. Plan for future library service provision in growth areas, including Craigieburn West and Sunbury (Lancefield Road). Continue to monitor population growth to identify requirements for temporary service provision, as needed.
12. Refurbish library branches that are over 10 years old (i.e. Broadmeadows, Tullamarine) to ensure they are optimised to deliver contemporary library services and provide spaces to work, relax and collaborate.
13. Review the Gladstone Park Community Library (including discussions with the school and local community) to identify future library requirements.
14. Continue to invest in emerging technologies, including technological resources, programs and events, that foster digital literacy, provide best user-experience for library members, and support the Hume community to engage confidently in an increasingly digital world.
15. Implement revised Hume Libraries operational resourcing to address service review outcomes, including consultation with staff.
16. Continue to deliver targeted training to build staff capability to respond to changing library and community needs.

An implementation plan has been developed to support the delivery of these recommendations. This will guide Hume Libraries as it continues to build a learning community through building literacy and encouraging social connection in the Hume community.

Hume Libraries and Learning Services

Hume City Council’s libraries and learning services encompass a range of services and programs that aim to support the information, education, recreation and cultural needs of the Hume community by fostering a love of reading, building literacy and encouraging social inclusion. The service comprises four main components:

- **Six library service points:** Broadmeadows Library (Hume Global Learning Centre, HGLC), Craigieburn Library (HGLC), Sunbury Library (HGLC), Tullamarine Library, Gladstone Park Community Library (joint-use located at Gladstone Park Secondary College) and the Hume Mobile Library.
- **Collections and resources:** a diverse and broad collection of print and electronic resources tailored to meet the needs and interests of the community (206,494 physical and digital items, 31 June 2021).
- **Access to technology:** an online information portal via the Online Public Access Catalogue, publicly accessible PCs, access to Wi-Fi, printers, copiers, scanners, 3D-printers, library app and various STEAM (Science, Technology, Engineering, Arts, Mathematics) technologies.
- **Learning Programs:** a service delivered collaboratively across the community, throughout a range of locations to improve education / learning pathways and opportunities for Hume residents. Learning programs build a culture of learning, aiming to improve health and wellbeing outcomes.

The service is supported by a workforce of 46.3EFT (approximately 68 full-time and part-time and 30 casual staff).

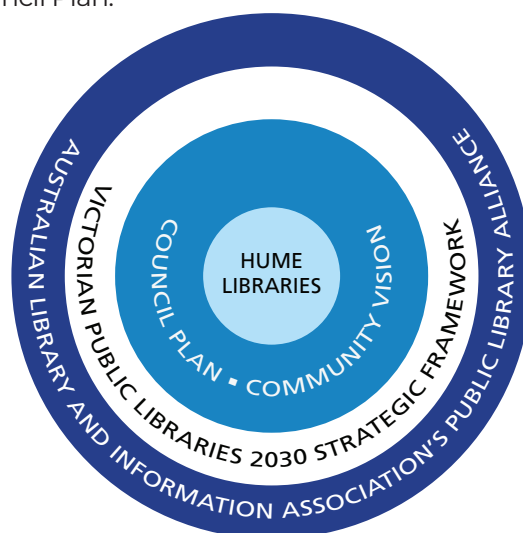
Branch staff (staff who deliver direct face-to-face library services) represent the most sizeable portion (78.4%) of the workforce.

Operating Context

Hume Libraries operate within a local, state, national and international context, each informing and aligning the services offered to the community, and the learning and engagement outcomes being sought.

Whilst each context is independent, they integrate into seamless service delivery, where community health, wellbeing, and improved quality of life through a learning culture, is at the centre.

From a local perspective, the operations of Hume Libraries align to the Community Vision and Council Plan.



State-wide, Hume Libraries work within the Victorian Public Libraries 2030 Strategic Framework. Nationally, the Australian Library and Information Association (ALIA) provides direction on the operations of public libraries through its Public Library Alliance. Internationally, Hume Libraries services are informed by the United Nations Sustainable Development Goals, whereby public libraries contribute to achieving the following:



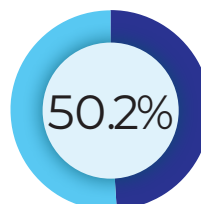


Community and Library Demographics:

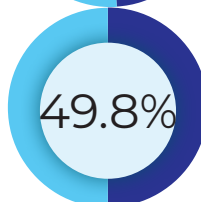
Hume residents come from



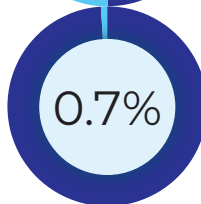
Hume residents speak



Female residents in Hume



Male residents in Hume



Aboriginal and/or Torres Strait Islander people in Hume



35.7%

Residents born overseas



23.4%

Hume households are in the lowest equivalent household income quartile, earning less than \$740 per week



12.1%

Hume households have no internet connection



Library Membership breakdown by gender (*undisclosed)



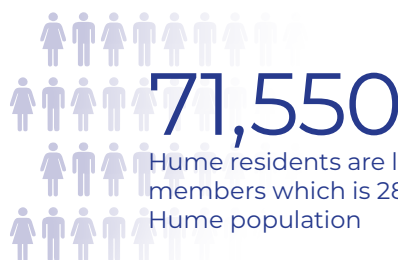
For every \$1 invested in library services in Hume, the cost benefit/ratio is

5.8

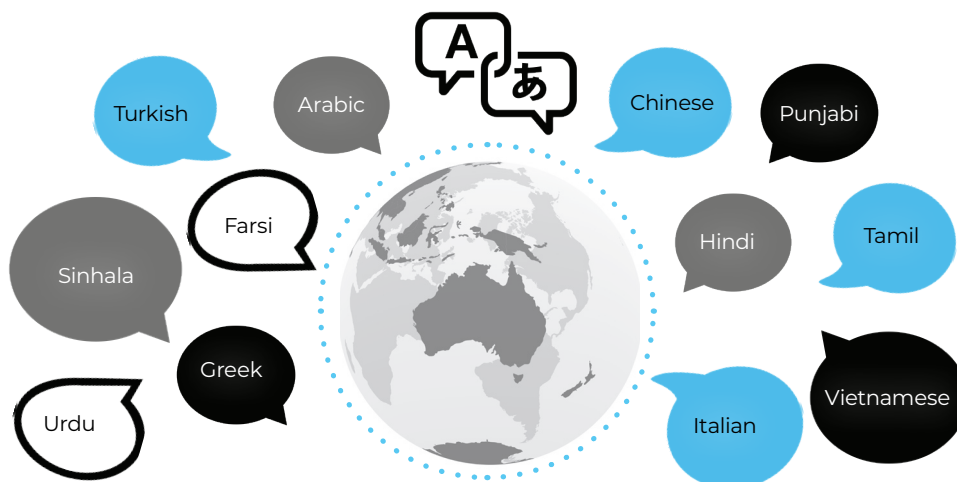


5.08 YEARS

The average length of library membership for current members is 5.08 years



Hume Libraries have collections available in the following community languages:



Hume Community and Library Profile

Hume City serves a culturally diverse and youthful population.

Services delivered by Hume Libraries include programs for children and families, with a strong focus on early literacy, including an innovative bilingual storytelling program.

A broad range of community resources and programs are delivered, including library collections in English, materials in community languages including Arabic, Chinese, Greek, Italian, Farsi, Hindi, Punjabi, Sinhala, Tamil, Turkish, Urdu and Vietnamese.

A suite of programs aimed at young people and adults is also offered. These include digital and technology programs, health and wellbeing, careers and jobs, school holiday programs and more.

Target Audience

By definition, everyone is welcome in public libraries. Hume Libraries provide free and equitable access to attractive spaces to ensure everyone has an equitable opportunity to learn, connect and grow while using library resources, programs and spaces.

While Hume Libraries provide a safe and universal service to all Hume residents, students and visitors, there are several target/priority groups which have a stronger strategic focus for the service. These include:

- Families with young children: to encourage early literacy, instil a love of reading and support lifelong learning.
- Digitally vulnerable households and people with low computer literacy: providing free access to PCs, Wi-Fi, emerging technologies and support with general computer literacy skills.
- Senior residents who face accessibility challenges: providing social engagement, and access to library resources through outreach services.
- Students: providing resources, spaces and places for quiet study and study groups outside of school hours.
- People with disabilities: providing improved and targeted resources, programs and staff training.



Service Review Methodology

To ensure internal and external factors that impact on Hume Libraries and Learning's service were considered, the service review was conducted using the following methodology:

- Online and face to face workshops to explore service context.
- Risk analysis (Supporting Documents: Appendix 2).
- Library analysis (Supporting Documents: Appendix 3).
- Review of customer experience research findings.
- Review of best practice models and case studies to explore new opportunities and service improvement (Comparative Choice Analysis; Supporting Documents: Appendix 4), including case studies of:
 - Australia Post's delivery models (including 24/7 parcel lockers and library delivery services),
 - Karalee Library Pod (Ipswich Libraries <https://www.ipswichlibraries.com.au/using-the-library/karalee-library-pod/>),
 - Noosa Library (outreach models / new options for mobile delivery), and
 - The Reading Nook at Highpoint Shopping Centre.
- Customer Empathy Mapping to confirm target audiences, service expectations, analysis of library membership data, Mosaic Segmentation Data (Persona profiles) and Census data.
- PESTEL analysis (Supporting Documents: Appendix 5) and MoSCoW analysis (Supporting Documents: Appendix 6), in exploring political, environmental, socio-demographical, technological, economic and legislative factors.



Findings

Libraries are increasingly places where people connect, not just through programs and borrowing materials, however also through creative pursuits such as music and performing arts.

Offering comfortable, warm, open and flexible spaces in a safe environment are crucial to communities being able to express their creativity, desire to collaborate and discover connections with others.

The service review identified a range of key findings, trends and opportunities for consideration.

Current Strengths:

- High level of satisfaction with the library collection range, library programs, the ability to independently find what an individual is looking for, customer service, technology infrastructure and opening hours (Hume Library Customer Experience Survey Report Summary; Supporting Documents: Appendix 7).
- High level of satisfaction of building quality for the 'district library branches' in the Hume Global Learning Centres.
- Positive recognition of the role that the two 'neighbourhood library branches' (Tullamarine and Gladstone Park) play (more easily able to develop personal relationships between customers and staff members, convenient and accessible locations closer to home).
- In the 2019 Hume Libraries Customer Experience Survey, the Hume Libraries average Net Promoter Score over all was 54.2. Craigieburn and Tullamarine Libraries received the highest Net Promoter Scores of 68.5 and 67.9 respectively, indicating the customer experiences at these locations were approaching 'world class'.
- Extremely positive feedback for COVID-19 service provision including Hume Libraries Express service, online program delivery and click and collect service.

Opportunities for development and improvement:

- Opportunities for improvement in speed and reliability of internet services should be explored to ensure the service matches community expectations, particularly at the smaller/mobile branches.
- Opportunities to continue to provide the community with access to emerging digital/technological advancements that support learning, education, and skills development outcomes.
- Lack of quiet and dedicated study spaces, especially at the Hume Global Learning Centres, resulting in the space being too noisy for studying, especially at peak times/during programming.
- An interest in longer opening hours later into the evenings, and the provision of programs and workshops outside of business hours, better supporting working residents to attend.
- Consideration of improved visual identity, wayfinding and entrance signage, to increase service awareness, particularly at the Broadmeadows Library, recognising the difficulties some face in locating services within Hume Global Learning Centres.
- An interest in seeing better marketing and promotion of services, collections and programs as many appeared unaware of opportunities offered.
- Council's current mobile library service is operated from a semi-trailer; it is unable to traverse local streets, requires three phase power and a specialist trained driver to operate. There is an opportunity to create a more agile and proactive service that can more easily reach under-represented communities and cohorts, and be used at festivals and events.

In addition to the community feedback, a range of service specific issues and challenges, industry and community trends and opportunities were identified including:

- Libraries of the future will be required to provide a range of flexible places and spaces to facilitate the range of activities that community members wish to engage in.
 - Services may need to consider high energy zones for early childhood literacy activities and safe spaces for people to gather. This also includes the provision of quieter spaces to study and/or read.
 - In all active spaces, people will be looking for ways to express their ideas and creativity, often in collaboration with others.
- Community expectations that libraries provide the 'third place' where people can relax in a safe environment, learn and connect including:
 - Flexible spaces for community programming.
 - Individual learning and working spaces.
 - Provide ready access to information and content through a range of media, tailored to the needs and preferences of their local communities.
- Trend towards shared services and seamless membership of libraries across Victoria, allowing patrons to walk into any subscribing Victorian public library and loan/return resources.
- An increasingly digital society, however a recognition that some community members have gaps in the skills, knowledge, money, devices or high-speed connection required to be regular and confident participants in a digital society.
- Rising trend toward smaller branch libraries, sometimes co-located in community centres, providing localised services, easy walkability, low wait times, and the ability to develop personal relationships with staff.
- Recognising the role of libraries in supporting connection and wellbeing outcomes, library and learning services are important services to deliver early within new communities.
- Service design and provision should be flexible and agile to ensure adaptability with changing community expectations.
- Staff will require ongoing training and development to respond to the increasing complexity of enquiries and expectations as a 'third place'. This can include more advanced digital and social engagement tools.
- Community and society expect libraries to:
 - Provide fun and creative opportunities to strengthen literacy and inspire curious learners.
 - Support social connectedness in safe and welcoming spaces for all.
 - Ensure digital inclusion and access to emerging digital technologies are strengthened to facilitate participation in education, learning, employment and social connection.
 - Provide equitable access, including in outreach and alternative settings, to all community members, particularly recently arrived migrants and families with young children and those from vulnerable or disadvantaged backgrounds.

Review Outcomes and Recommendations

When considering the review findings against the scoping questions, the following responses, and recommended actions have been identified:

Scoping Question 1: How can Council's library services be best designed to respond to current and future needs and expectations of Hume's community?

a. What types of improvements, if any, could be made to further enhance the efficiency, effectiveness and customer experience of the service?

Overall, the Hume community are very satisfied with the library service, however there are opportunities to continuously develop service offerings to ensure it meet the needs of community, now and into the future.

What do we do well?

- Customer feedback indicates high levels of satisfaction with the overall library collection range, library programs, the ability to independently find what an individual is looking for, customer service, technology infrastructure and opening hours.
- First library in Victoria to use artificial intelligence to inform community book selection, ensuring our collections reflect the borrowing patterns of our community, and provide optimal performance and return on investment.
- Removal of overdue fines and use of digital memberships to remove barriers to access and participation.
- Strong focus on program delivery to engage families and strengthen early literacy and skills of the future (i.e. science, technology, engineering, arts, maths).

- Sustainability partnership to provide a second life for deselected books, donating them to charities around the world to reduce inequality and improve access to literacy materials.
- Positive recognition of the role that the two 'neighbourhood library branches' (Tullamarine and Gladstone Park) play (more easily able to develop personal relationships between customers and staff members, convenient and accessible locations closer to home).
- In the 2019 Hume Libraries Customer Experience Survey, the Net Promoter Score over all was 54.2. Craigieburn and Tullamarine Libraries received the highest Net Promoter Scores of 68.5 and 67.9 respectively, indicating the customer experience at these locations approached 'world class'.
- Extremely positive feedback for COVID-19 service provision including Hume Libraries Express service, online program delivery and click and collect service.

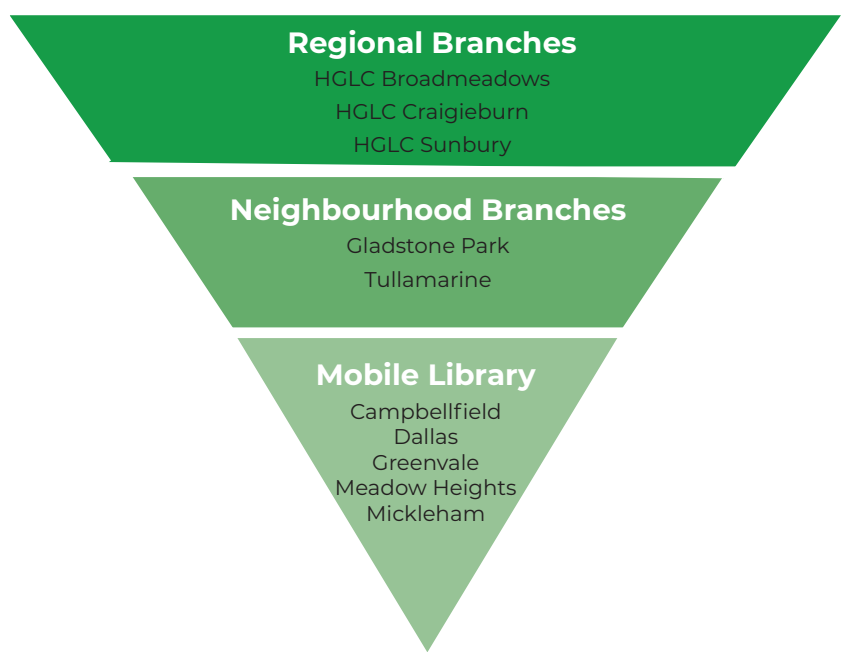
How could the efficiency, effectiveness, and customer experience of the service be enhanced?

1. Improve speed and reliability of library public Wi-Fi services (including mobile) to ensure the service offering matches community expectations.
2. Trial noise attenuation improvements and investigate opportunities to dedicate more spaces for quiet study at Hume Global Learning Centres during peak times.
3. Review the prominence of location and wayfinding signage to ensure library services remain highly visible to the community.
4. Trial programs and workshops to cater to different audiences and evaluate evening opening hours.

Scoping Question 1: How can Council’s library services be best designed to respond to current and future needs and expectations of Hume’s community?

b. In considering the regional, neighbourhood and mobile library model and hierarchy, and Council’s outreach programs, is the design of the service meeting future requirements or would alternative models be more responsive?

The diagram below outlines the current physical library service model and hierarchy that is in place:



The current library service model and hierarchy has suited the Hume community through its previous phases of growth. However, considering the future growth areas to the north and west of the municipality, as well as the trends, findings of this review, and service responses, the following library service model and hierarchy is proposed to ensure the service continues to respond to the needs and expectations of the Hume community:

Regional Service	Proposed in Kalkallo	Regional facility supporting the needs of residents in the northern growth corridor, providing access to full suite of library services (i.e., collections, programs, public PCs).
District Service	HGLC – Broadmeadows HGLC – Craigieburn HGLC – Sunbury	Equivalent to current Hume Global Learning Centres (i.e. collections/ programs/Public PCs/staffed full time).
Neighbourhood Service	Gladstone Park, Tullamarine Proposed Merrifield, Greenvale West, Yellow Gum and Craigieburn North West	Can be a stand-alone branch or co-located in a community centre (full-service availability (see above)/may be staffed part time)
Outreach Service	Fixed and pop-up outreach services (e.g. mobile vans/ programs at community facilities/ attendance at events etc)	Part time service provision (i.e. small service point for collections / hosting programs at a community centre) or mobile/outreach service (time limited service (i.e. one-off event, or fixed location 3-4hr pw on a max of 1-2 days pw)

Scoping Question 1: How can Council's library services be best designed to respond to current and future needs and expectations of Hume's community?

c. When considering the scope of services and programs provided by Council's library service and that of other service providers (e.g., neighbourhood houses), are there any cohorts being under or over serviced by Council?

Libraries and learning services have been recognised as a catalyst for community change in Hume for over 20 years, this led to the development of the Hume Global Learning Centres, and the Hume Global Learning Village.

More recently, Council has endeavoured to embed a strong culture of learning and development through the provision of targeted programs. This has led Hume Libraries to be a State-wide leader in library program provision for over 10 years.

Within the review process, Hume Libraries' learning programs were examined to identify whether there was over / under-servicing, duplication in offerings, or gaps in programs to target community groups.

Positively, there was little evidence of over / under-servicing or duplication. It was found that Hume Libraries' learning programs provide entry level opportunities, to community members, giving them foundation skills that support them to engage in further learning programs.

Learning programs offered by Hume Libraries will continue to be reviewed against community need and learner demand, and stronger promotion and connection with pathway providers will be established to ensure community members can maximise learning outcomes.

The scope of services was also reviewed from a geographic perspective to identify if there were any cohorts being under or over serviced.

When considering the current growth areas to the north and west of the municipality, there are three geographic areas that are under-serviced and do not have access to services within the service and location standards (85% of Hume residents will be able to access a Hume Library

service within a 10-minute drive of their home) (Supporting Documents: Appendix 8). These locations are Greenvale, Merrifield (Mickleham) and Lockerbie (Kalkallo) precincts.

The gap in Greenvale is to the north of Somerton Road, whilst in the Merrifield precinct, the gap is in Mickleham, to the south of Donnybrook Road. Both of these gaps are exacerbated by the temporary nature of the current service provision (mobile library offers a 20-minute walking catchment whereas branch library services provide a 10-minute drive time catchment).

Further to this, in the long term there were identified gaps in Craigieburn West and Sunbury (Lancefield Rd PSP) (Supporting Documents: Appendix 9).

In light of the findings, future opportunities to improve service access and utilisation (both geographically and service / program based) include:

1. Continue to deliver learning programs that provide pathways to education, employment and skill development.
2. Replace the mobile library trailer with two smaller mobile outreach vans, supporting greater access to communities and cohorts that are currently not being reached.
3. Following the implementation of the new outreach vans, trial alternative outreach locations in Roxburgh Park and Campbellfield to improve service access.
4. Develop a regional library service in Kalkallo. Engage with Whittlesea and Mitchell Councils to explore partnership opportunities. In the short term, explore opportunities for temporary service for the Kalkallo community, until such time as the regional library is operational.
5. Implement a branch library service in Mickleham. In the interim, continue to provide an outreach library service to support community access, include trial of a remote locker and delivery of programs within community spaces.
6. Develop a business case and concept plans to secure capital works funding for a small-scale permanent library service in Greenvale West. In the interim, continue to provide an outreach library service to support community access to services, including trial of a remote locker and delivery of programs within community spaces.

7. Plan for future library service provision in growth areas, including Craigieburn West and Sunbury (Lancefield Road). Continue to monitor population growth to identify requirements for temporary service provision, as needed.
8. Refurbish library branches that are over 10 years old (i.e. Broadmeadows, Tullamarine) to ensure they are optimised to deliver contemporary library services and provide spaces to work, relax and collaborate.
9. Review the Gladstone Park Community Library (including discussions with the school and local community) to identify future library requirements.

The future service provision for growth areas, as outlined above, aligns to Infrastructure Victoria 30-year Strategy 2021-2051 recommendations.

Scoping Question 2: What infrastructure, resources, skills, technology, and capabilities are required to continue to provide a high quality and responsive library service, now and over the next five years?

Hume Libraries have been a leader in providing digital resources and services for many years. Council have recognised the importance of supporting the community to build their digital literacy skills so they can engage confidently in an increasingly digital environment. Hume Libraries have focused on expanding the digital collection, providing online training resources, delivering community training programs and supporting individuals through one-on-one assistance. There has been a strong focus on providing the community with STEAM (science, technology, engineering, arts, maths) resources, programs, and events to foster curiosity, learning and engagement with skills of the future.

Digital literacy will continue to be an important component in providing a high-quality and responsive library services into the future, as it will remain a foundation skill needed for people to play an active role in public life.

Recognising this, Council will continue to actively provide the community with access to existing and emerging digital technologies to support their learning, information needs, and skills development outcomes.

To deliver upon these expectations, the Hume Libraries team will need to continue to develop their skills and capabilities to deliver high quality and responsive services. This will require revised operational resourcing (pending consultation), and a continued focus on targeted training to ensure staff are equipped to respond to changing library and community needs (i.e. social needs/digital skills/engagement etc).

Considering future requirements to enable Hume Libraries to continue providing high quality and responsive services, the following actions should be undertaken:

1. Continue to invest in emerging technologies, including technological resources, programs and events, that foster digital literacy, provide best user-experience for library members, and support the Hume community to engage confidently in an increasingly digital world.
2. Implement revised Hume Libraries operational resourcing to address service review outcomes, including consultation with staff.
3. Continue to deliver targeted training to build staff capability to respond to changing library and community needs.

In consideration of the Service Plan recommendations, a range of additional infrastructure, resources, skills, technology, and capabilities will be required to ensure a high quality and responsive library service is provided to the Hume community. These requirements are outlined in the Resources to deliver the Service Plan section below.

Resources to deliver the Service Plan

To implement the recommendations outlined in this a range of additional resources (i.e. staffing, equipment, infrastructure) will be required to execute the identified actions.

The implementation plan identifies an estimated \$1,385,000 to deliver the identified actions. Council have \$375,000 in capital works funds (allocated for the replacement of the mobile library) and an opportunity to apply for a Living Libraries grant to offset Council's project costs.

Resources and budget requests relating to the implementation of recommendations will be referred to the annual council planning processes for consideration. In addition to this, additional funding opportunities (i.e. grants and collaborative partnerships) will be explored to support the timely delivery of strategic priorities and actions.

Medium and long term recommended actions (which extend beyond the time frame of this service plan) will be regularly reviewed, reassessed, and prioritised in consideration of the service standards, growth patterns, target cohort requirements and community expectations.

Following this periodic review process, if they remain priorities, projects will be subject to business cases, detailed planning (incl. budget development) prior to referral to Council's planning processes for funding consideration.



Monitoring and Evaluation

An annual progress report on delivery of actions detailed within this Service Plan will be provided to Council.

The Plan will also be reviewed and will be amended to reflect changing community and organisational priorities, as well as changes in the library and learning service context.

An evaluation against the service outcomes identified within the Plan will be undertaken at the conclusion of the Plan (2026).

To evaluate the impact and outcomes of the service plan, and its efficacy in providing services that meet the current and future needs and expectations of Hume's community service delivery, the following service outcomes have been defined, and will be monitored throughout the life of the service review.

1. Digital inclusion and access to emerging digital technologies are strengthened to facilitate participation in education, learning, employment, and social connection.

- Outcome Measure 1: Per cent of library members who report that the library's digital resources as 'Very good' to 'Good'. (Current result = N/A – new measure).
- Outcome Measure 2: More than 80 per cent of members report that they can access "computers at a time I would like one" as 'Very good' or 'Good'. (Current result = 81.2%).
- Outcome Measure 3: Hours of computer use per 1,000 population. (Current result = N/A – new measure).

2. Libraries and learning services provide fun and creative opportunities to strengthen literacy and inspire curious learners.

- Outcome Measure 1: Per cent of members and programme attendees who rate library programs as supporting their learning outcomes. (Current result = N/A – new measure).
- Outcome Measure 2: Number of program participants per 1,000 population (Current result = 411.9).

3. Library and learning services support social connectedness in safe and welcoming spaces for all.

- Outcome measure 1: Physical library services are compliant with DDA requirements, including entry points and toilets. (Current result = 4 out of 5 branches, note; Gladstone Park Secondary College entry not DDA compliant. Hume Mobile Library service partially DDA compliant).
- Outcome measure 2: More than 75 per cent of library members report that the building accessibility is 'Very good' to 'Good' for physical branches. (Current result = 76.5%).
- Outcome measure 3: More than 80 per cent of library members report that libraries are "a welcoming place" as 'very good' or 'good'. (Current result = 85.2%).

4. Libraries and learning services provide equitable and accessible access, including in outreach and alternative settings, to all community members, particularly recently arrived migrants and families with young children and those from vulnerable or disadvantaged backgrounds.

- Outcome measure 1: 85 per cent of Hume households can access a library branch within 10 minutes' drive or 20-minute walk (from an outreach service, i.e. mobile library stop) from their home.
(Current result = 80% based on draft modelling for the 2020 residential population count).
- Outcome measure 2: More than 70 per cent of Hume library members report that access to public transport at each branch is 'Very good' or 'Good'. (Current result = 75.7%).
- Outcome measure 3: Per cent of active library borrowers in the municipality (Current result = 9.58%).

In addition to these measurements, an implementation plan has been developed, which guides the short-, medium- and long-term delivery of identified recommendations.

Local Government Performance Reporting Framework (LGPRF) Indicators:

- Outcome measure 1: Physical library collection usage: number of physical library collection item loans per physical library collection item. (Current result = 3.69)
- Outcome measure 2: Proportion of library resources that is less than 5 years old: percentage of the library collection that has been purchased in the last 5 years. (Current result = 81.01%)
- Outcome measure 3: Active library borrowers in municipality: percentage of the municipal population that are active library borrowers (in the last three years). (Current result = 9.58%)
- Outcome measure 4: Cost of library service per population: Direct cost to council of the library service per population. (Current result = \$24.63)

Implementation Plan

Recommendation	Short Term (1-5 years)	Medium Term (5-10 years)	Long Term (10 years +)	Resource Estimate (Existing/new)
1. Improve speed and reliability of library public Wi-Fi services (including mobile) to ensure the service offering matches community expectations.	X			\$10,000 New resources for planning Implementation cost TBC pending findings
2. Trial noise attenuation improvements and investigate opportunities to dedicate more spaces for quiet study at Hume Global Learning Centres during peak times.	X			\$10,000 New resources for planning Implementation cost TBC pending findings
3. Review the prominence of location and wayfinding signage to ensure library services remain highly visible to the community.	X			\$10,000 New resources for planning Implementation cost TBC pending findings
4. Trial programs and workshops to cater to different audiences and evaluate evening opening hours.	X			N/A Existing resources
5. Continue to deliver learning programs that provide pathways to education, employment and skill development.	X			N/A Existing resources
6. Replace the mobile library trailer with two smaller mobile outreach vans, supporting greater access to communities and cohorts that are currently not being reached.	X			\$350,000** Existing resources/funding submission
7. Following the implementation of the new outreach vans, trial alternative outreach locations in Roxburgh Park and Campbellfield to improve service access.	X	X		N/A Existing resources of outreach vans
8. Develop a regional library service in Kalkallo. Engage with Whittlesea and Mitchell Councils to explore partnership opportunities.		X		TBC Pending scope
<ul style="list-style-type: none"> In the short term, explore opportunities for temporary service for the Kalkallo community, until such time as the regional library is operational. 	X			\$200,000** (est.) Combination of existing and new resources pending funding submission

Recommendation	Short Term (1-5 years)	Medium Term (5-10 years)	Long Term (10 years +)	Resource Estimate (Existing/new)
9. Implement a branch library service in Mickleham.		X		TBC Pending scope
<ul style="list-style-type: none"> In the interim, continue to provide an outreach library service to support community access, include trial of a remote locker and delivery of programs within community spaces. 	X			\$80,000 New resources
10. Develop a business case and concept plans to secure capital works funding for a small-scale permanent library service in Greenvale West.	X			TBC Pending scope
<ul style="list-style-type: none"> In the interim, continue to provide an outreach library service to support community access to services, including trial of a remote locker and delivery of programs within community spaces. 	X			\$80,000 New resources
11. Plan for future library service provision in growth areas, including Craigieburn West and Sunbury (Lancefield Road). Continue to monitor population growth to identify requirements for temporary service provision, as needed.		X	X	TBC Pending scope
12. Refurbish library branches that are over 10 years old (i.e., Broadmeadows, Tullamarine) to ensure they are optimised to deliver contemporary library services and provide spaces to work, relax and collaborate.	X			\$150,000** New resources for planning Implementation cost TBC pending scope
13. Review the Gladstone Park Community Library (including discussions with the school and local community) to identify future library requirements.	X			\$50,000 New resources for planning Implementation cost TBC pending scope
14. Continue to invest in emerging technologies, including technological resources, programs and events, that foster digital literacy, provide best user-experience for library members, and support the Hume community to engage confidently in an increasingly digital environment.	X	X	X	TBC New resources. Costs pending technology – budget requests submitted as needed
15. Implement revised Hume Libraries operational resourcing to address service review outcomes, including consultation with staff.	X			\$430,000 New resources
16. Continue to deliver targeted training to build staff capability to respond to changing library and community needs.	X			N/A Existing resources
			TOTAL	\$1,385,000

** Infrastructure / equipment costs only; staffing resources required to implement action are included in Recommendation 15.

Hume City Council

1079 Pascoe Vale Road, Broadmeadows
PO Box 119, Dallas, Victoria 3047
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Hume Libraries

Broadmeadows Library
1093 Pascoe Vale Road

Craigieburn Library
75-95 Central Park Avenue

Gladstone Park Community Library
Taylor Drive

Sunbury Library
44 Macedon St

Tullamarine Library
58 Spring Street

contactus@hume.vic.gov.au
humelibraries.vic.gov.au

HumeLink

Hume City Council's
multilingual telephone information service.
General enquiries: Telephone 9205 2200

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