



LAKE MAC  
**LIBRARIES**  
*kawumalyikilba*

# LAKE MAC LIBRARIES

Strategic Action Plan 2024-2028



Children playing with  
the red monkeys  
outside Charlestown  
Library, walyamayi

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## ACKNOWLEDGEMENT OF COUNTRY

We remember and respect the Ancestors who cared for and nurtured this Country. *Dhumaan ngayin ngarrakalu kirraanan barayidin.*

It is in their footsteps that we travel these lands and waters. *Ngarrakalumba yuludaka bibayilin barayida baaduka.*

Lake Macquarie City Council acknowledges the Awabakal people and Elders past, present and future.

*Lake Macquarie City Council dhumaan Awabakala ngarrakal yalawaa, yalawan, yalawanan.*

In 2021, in partnership with Miromaa Aboriginal Language and Technology centre, Council introduced cultural names for all of our libraries to recognise the City's indigenous heritage.

As part of this, our libraries are known as Lake Mac Libraries, kawumalyikilba.

The word kawumalyikilba means "gathering place" in Awabakal.

Wording by the Aboriginal Reference Group and translated by Miromaa Aboriginal Language and Technology Centre.

**"A library is not a luxury but one of the necessities of life"**

- Alice Hoffman

Charlestown Library's colourful reading area

# STRATEGY STRUCTURE AND ACKNOWLEDGEMENTS

The development of the plan is informed by Council’s vision for the city, Community Strategic Plan 2022-32, Delivery Program 2022-2026 and the Arts, Heritage and Cultural Plan 2017-2027.

## The plan identifies:

The purpose and value of libraries in the community; community feedback regarding library service delivery; emerging trends, challenges, innovations; and service and infrastructure priorities and frameworks to achieve Lake Mac Libraries, kawumalyikilba’s vision.

## This strategy is structured to align with:

### INTERNAL

- Council’s Arts, Heritage and Cultural Plan 2017-2027
- Lake Mac Libraries brand and Ultimate Library Employee profile
- Lake Mac Libraries Values
- Lake Mac Libraries Customer Charter
- Lake Mac Smart City, Smart Council
- Lake Mac 2050
- Lake Macquarie Youth Strategy 2020-2023
- Ageing Population Strategy 2022-2026
- Environmental Sustainability Strategy and Action Plan 2020-2027
- Disability Inclusion Action Plan 2021-2025

### EXTERNAL

- Australian Library and Information Association (ALIA)
- Sustainable Development Goals, United Nations 2015
- Indigenous Spaces in Library Spaces Toolkit (State Library NSW)
- NSW Library Act 1939
- Library Council of NSW
- Public Library Funding Strategy
- Library Development Framework
- Library Standards and Guidelines
- Digital Inclusion Strategy
- Cultural Inclusion Framework

## Cultural names of our libraries

**BELMONT LIBRARY, NGARRABANGBA**  
ngarrabangba means “Change Place” in Awabakal and refers to the first Aboriginal mission in Australia.

**CARDIFF LIBRARY, KURAM**  
kuram means “Winding creek” in Awabakal and refers to the traditional name of the Cardiff area.

**CHARLESTOWN LIBRARY, WALYAMAYI**  
walyamayi means “Top Camp” in Awabakal and refers to the higher elevation of the Charlestown area.

**MORISSET LIBRARY, BAWARRAMALANG**  
bawarramalang means “Duckhole Creek” in Awabakal and refers to the traditional name of the Morisset area.

**SPEERS POINT LIBRARY, MILYABA**  
milyaba means “Fun place” in Awabakal and refers to the traditional name of the Speers Point area.

**SUGAR VALLEY LIBRARY MUSEUM, KIRANTAKAMYARI**  
kirantakamyari means “North Creek” in Awabakal and refers to the traditional name of the Cameron Park area.

**SWANSEA LIBRARY, KARIYAWANGBA**  
kariyawangba means “southwards” in Awabakal and refers to Swansea as the southernmost point of Lake Macquarie.

**TORONTO LIBRARY, TIRRABIYANGBA**  
tirrabiayangba means “father’s tooth place” in Awabakal and refers to the traditional name of the Toronto area.

**WANGI LIBRARY CREATIVE HUB, WANJI WANJI**  
wanji wanji refers to the traditional name of the Wangi Wangi area in Awabakal.

**WINDALE HUB, BILYABAYI**  
bilyabayi means “valley” in Awabakal and refers to the low-lying area of Windale.

## Dual naming of Lake Mac Libraries, kawumalyikilba

Aboriginal people of the Awabakal nation have lived in the Lake Macquarie area for more than 8000 years. The name Awabakal is derived from the Lake, meaning people of the calm surface.

In 2021, in partnership with Miromaa Aboriginal Language and Technology centre, Council introduced cultural names for all of our libraries to recognise the City’s indigenous heritage.

Miromaa also proposed a name for the service, as a collection of facilities that bring people together to learn and reflect. The title that they selected, ‘kawumalyikilba’, meaning gathering place, reflects the overall value and relevance of libraries to the Lake Macquarie community. Aboriginal language culture includes names and references to the ‘essence’ of a place and what it represents, not just a physical entity.

Lake Macquarie is proud to be one of the first cities in Australia to adopt dual naming across all of Councils cultural facilities.

As part of this, our libraries are known as Lake Mac Libraries, kawumalyikilba.



Sugar Valley Library Museum, kirantakamyari

# BACKGROUND



Children enjoying the book nook at Sugar Valley Library Museum, kirantakamyari

Informed by the 10-year Arts, Heritage and Cultural Plan 2017-2027 for the city and following the previous Lake Mac Libraries 2011 delivery plan, the city's first five year Library Strategic Business Plan was delivered in 2019.

The plan was achieved by developing and applying a revised governance and management structure to deliver many actions across multiple disciplines and requirements. The plan provided 137 deliverable actions across 10 strategic goals distributed by the converged Arts Culture and Tourism department (ACT).

Achievements and positive outcomes since 2019 are many, with some significant items of note.

## KEY ACHIEVEMENTS:

- Awabakal dual naming of the entire service 'kawumalyikilba'
- The region's first library museum, Sugar Valley Library Museum, kirantakamyari at Cameron Park
- First self-access library and creative hub at Wangi Wangi
- Refurbishment of multiple library branches
- Design and construction of Windale Hub, bilyabayi
- Update of all technology in branches, online catalogue and smartphone app
- Initiated self-access from 7am-7pm, seven days across five branches with the other six in the next two years
- Initiated zero landfill actions for sustainable library practice
- Transitioned underperforming mobile library to new volunteer delivery program and cultural outreach programming
- Added social media channels and streamlined digital content.

Beyond the physical, since the plan's inception, Lake Mac Libraries have provided a significantly larger number of programmed events and activities across the city than ever before, supporting the plan's literacy and lifelong learning objectives. Along with continued advances in effective collection management, multiuse and maker spaces, and online engagement, Lake Mac Libraries have refined and delivered the expected high-level of service.

These successes were not without their challenges. The key challenges the plan initially acknowledged and sought to combat, such as decreasing attendance and loans, changes in perceived value and relevance, and increased expenditure were compounded by COVID-19. The pandemic's influence on operations, visitor experience, customer habits, and service adaptation cannot be understated. The Lake Mac Libraries service and ACT department met the varied challenges with innovative and constructive solutions, safely putting the service and patrons first. Despite the team's efforts, forced closures and the influence on public movement further impacted traditional visitation, program participation and loan targets.

The development of this updated plan for the next four years seeks to update actions and, importantly, establish additional initiatives that build on the completed achievements, adapt to the new challenges and impacts on the industry, and continue to sustainably diversify the service to appeal further to members and non-members alike.

# OUR PURPOSE

## The purpose of Lake Mac Libraries, kawumalyikilba is to provide:

- Free access to information, knowledge, and ideas
- Support for formal and informal learning, especially literacy, throughout all stages of life
- Spaces for people to meet, share and be inspired
- Programs, events, and collections that are recreational and enjoyable
- Housing, protection and promotion of community heritage
- Access to technology to address the digital divide.

This purpose is closely aligned with the values of the Australian Library and Information Association (ALIA). In addition, Lake Mac Libraries operate in accordance with the *NSW Library Act 1939* that supports the establishment, maintenance and management of libraries, library services and information services.

A staff member assists a borrower at Charlestown Library, walyamay



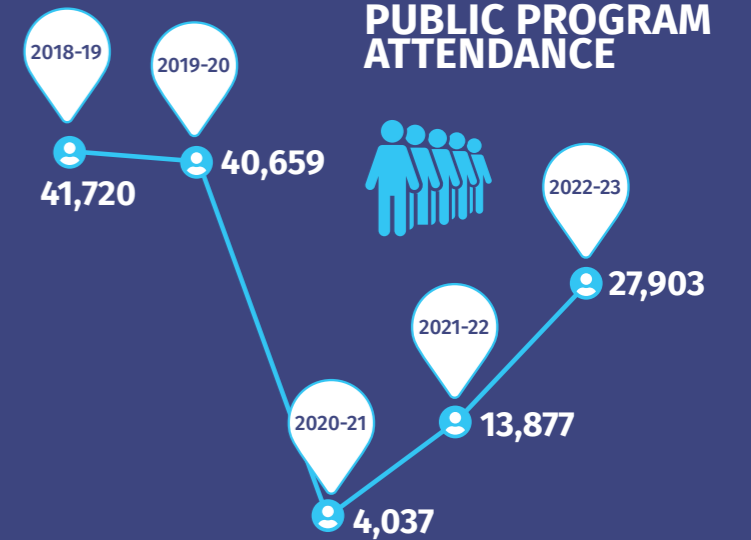
# LAKE MAC LIBRARIES, SERVICE SNAPSHOT

A borrower using self-checkout at Speers Point Library, milyaba

## TOTAL ONLINE ENGAGEMENT



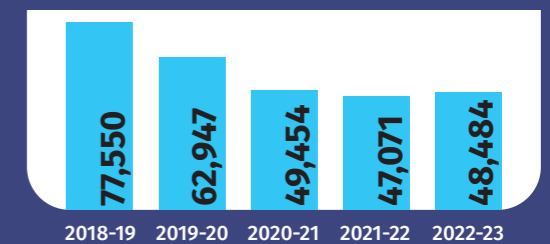
## PUBLIC PROGRAM ATTENDANCE



## VISITOR NUMBERS



## LIBRARY MEMBERSHIPS



### DUAL-NAMING OF ALL VENUES

All libraries recognised with an English and Awakabal name equivalent)

### TOTAL LOANS

2018-19	1,203,364
2019-20	1,084,610
2020-21	1,096,809
2021-22	902,924
2022-23	972,819

### WI-FI ACCESS

Access growing year-on-year with over **122,000** active clients

### SELF-CHECKOUT USAGE

Average of **80%** use of self-service kiosks

### SELF-ACCESS FACILITIES

Extended self-service access across **5** libraries

### LIBRARY COLLECTION

**370,000+** collection items

# 2019-2024 REVIEW



“The public library  
is where place and  
possibility meet”

- Stuart Dybek

A borrower using self-access at Speers Point Library, milyaba

## What was achieved?

The inaugural plan had 137 actions across 10 strategic goals and achieved almost 70 per cent of these actions despite over two years of severe interruption in service delivery due to the COVID-19 pandemic.

The past five years included the city's first internationally recognised Fab Lab maker space and the new Textile Lab in the Toronto Library. There has also been strong and consistent growth in programmed events and activities, such as History Illuminated, Write Here Festival, Dobell Festival, and POP BAM. General programming delivery and attendance also increased. Lake Mac Libraries connected with the community through engaging initiatives such as library public art mascots and 'Launchpad' emerging art exhibitions.

Innovative services and technology were introduced, such as the library's smartphone app, members' portal 'Monitor,' and user-friendly website. Thanks to these technological additions and updates, library members now have greater access to the collection, membership details, ticketing, databases, and printing from home.

The library team worked hard to deliver operational efficiencies and improved processes. The streamlining and flexibility embedded in the workforce planning supported Lake Mac Libraries through the COVID-19 pandemic and highlighted the innovative and resilient nature of the team when faced with closure. At the time of writing we are seeing an upturn in visitation to our libraries although at a lower 'new normal' level, as compared to other services within the NSW Public Libraries network. We must continue to be innovative and flexible to maintain relevance in a society that has undertaken swift cultural and technological change.

## COVID IMPACT PERIODS

2019-2020 - 10-week closure period

2020-2021 - Restrictions in place but no closures

2021-2022 - Nine-week closure period.

Over the duration of the COVID-19 pandemic, Lake Mac Libraries were closed for a total of 19 weeks.

This was the shortest period of closure for any public library in NSW.

# LAKE MAC LIBRARIES, CURRENT SITUATION

“ A library is a miracle. A place where you can learn just about anything, for free. A place where your mind can come alive ”

- Ray Bradbury

Sugar Valley Library Museum, kirantakamyari's dedicated children's area

## What does the typical library user look like in 2024?

Our typical user:

- Over 55 years of age, visits monthly between 9am and 11am and primarily browses and collects reserved physical items.
- Borrows novels (over 40 per cent of all loans) and is frustrated with wait times for popular titles and the older materials
- Wants longer opening hours, particularly on weekends and evenings
- Wants improved physical accessibility as well as quiet study spaces, programs for the elderly and materials in multiple formats
- Wants comfortable furniture, designated quiet areas and improved aesthetics.

## What's different from four years ago?

- Uptake in self-checkout up from 40 per cent in 2019 to 85 per cent in 2023
- Overall online reach in marketing has increased
- City NBN connection complete
- Proliferation of consumer technology and information, education and entertainment platforms.

## What hasn't changed?

- Decline in visitation
- Decline in computer use from our libraries since January 2018
- Members visiting libraries before 1pm
- On average, the busiest days are Saturday and the first day opening after a day of closure. The quietest days are Thursday and Friday.

## Emerging trends

- New services such as toy libraries, seed libraries, after-hours returns, meeting spaces, workshops, and author talks
- Convenience of technology with expansion of the new library app, online collections and self-access
- Libraries as a space for social interaction and community events, and services that cater to this need
- Programs, events, and activities for children and toddlers.



# GOVERNANCE & MANAGEMENT STRUCTURE

“The only thing that you absolutely have to know, is the location of the library”

- Albert Einstein

The Lake Mac Libraries website

Lake Mac Libraries is supported through the converged structure of the Arts Culture and Tourism (ACT) department. This ever-evolving organic structure, established in 2019, is made up of teams that work across the visual arts, performance, heritage, literacy, events, tourism and marketing sectors rather than in the traditional hierarchy model.

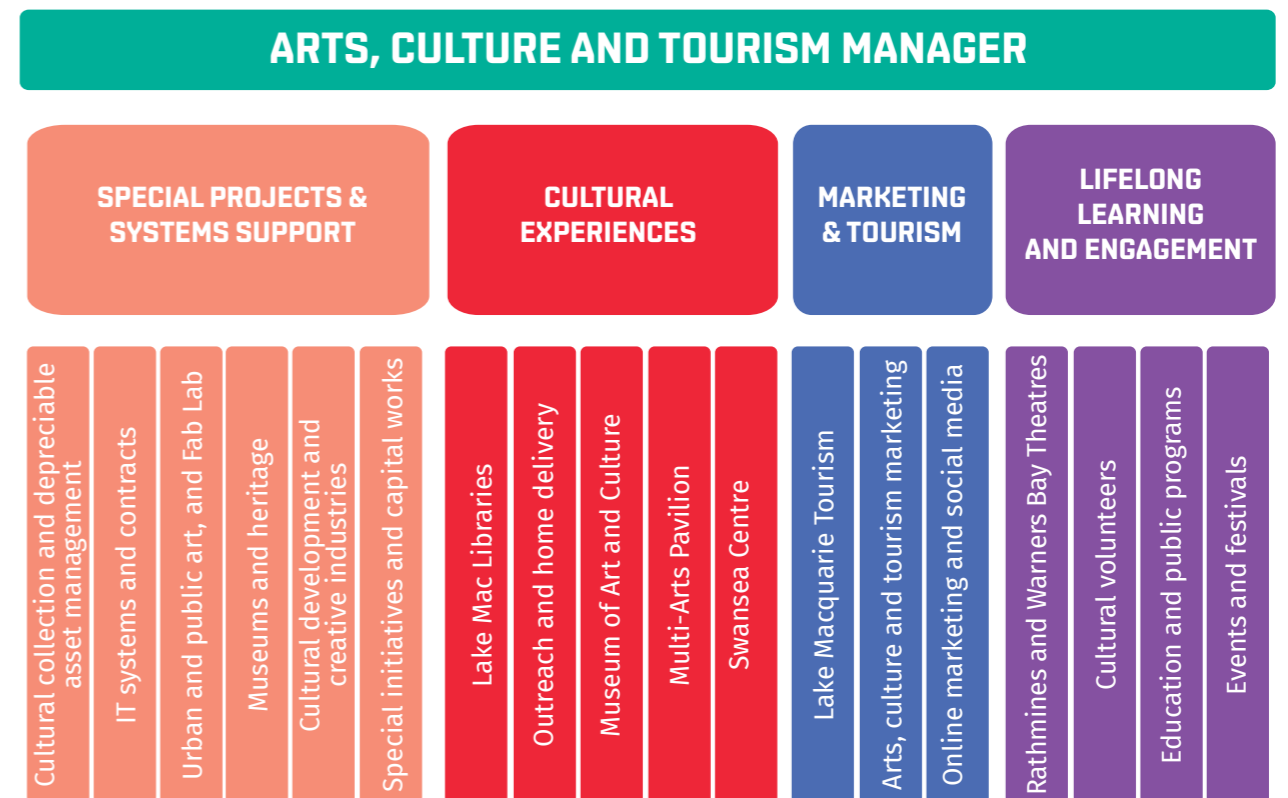
ACT management manages the relationship with the wider organisation and Council, external networks and strategic direction.

The Special Projects and Systems Support Team comprises assets and compliance, cultural collections and information technology (IT) processes, and assists with major capital works that raise the standard of our facilities.

The Cultural Experiences Team enable all the facilities to deliver literacy, visual arts, and community hire services at the highest level.

The Marketing and Tourism Team are all things branding, marketing, research and promotion, achieving a consolidated online, brand, voice, language and profile for the department.

The Lifelong Learning and Engagement Team exists to raise the profile and position of how we engage with our audiences, members and visitors, and how we provide meaningful engagement opportunities that add value to what we do.



# EMERGING OPPORTUNITIES



Children participating in a Science, Technology, Engineering, Art and Maths (STEAM) workshop at Toronto Library, tirrabiayangba

## Digital inclusion

Libraries are increasingly focusing on bridging the digital divide by offering access to technology, digital skills training and online resources to ensure everyone can participate in the digital world. Lake Mac Libraries continue to evolve and grow our digital offering through industry leading platforms and collections. Lake Mac Libraries educates through digital mentoring in-branch and through our outreach team. Lake Mac Libraries acknowledges this opportunity is fast moving and requires continuous review and update.

## Community engagement

Libraries are evolving into community hubs, offering a range of services beyond traditional book lending, such as workshops, events and partnerships with local organisations to address community needs. Our buildings and services continue to undergo significant change with newly constructed community hubs and multi-use spaces, as well as the renewal or revitalisation of older spaces.

We have installed modular furniture, supported the night-time economy through the installation of lighting treatment, provided dedicated spaces for leisure and learning, and used visual merchandising methods to increase appeal and wayfinding.

## Virtual and augmented reality (VR/AR)

Libraries are exploring the use of VR/AR technologies to enhance learning experiences, from virtual tours to immersive educational programs. This features in the increased programming opportunities at Lake Mac Libraries, found at our Fab Lab and in the development of our updated outreach program. This technology is now far more accessible and will be applied to many programming opportunities across the city's Lake Mac Libraries and ACT initiatives.

## Data literacy programs

With the growing emphasis on data security, libraries are developing programs to help people understand, use and manage data more effectively. This includes basic digital literacy to more advanced analytical skills. One initiative

to address this is through the delivery of a volunteer-led digital mentor program. There is an ongoing focus for staff to use digital safe procedures and ensure best practice data management is followed. With the emergence of artificial intelligence, our libraries will continue to monitor, understand and implement this technology where appropriate. This will ensure Lake Mac Libraries remains a confident stakeholder in this space

## Environmental sustainability

Libraries are adopting environmentally sustainable practices, such as green building design, energy-efficient technologies and programs that promote environmental awareness and action. With a committed intent of zero landfill by 2028, Lake Mac Libraries understand the importance of our contribution towards environmental sustainability. While libraries are the original circular economy model, we know we can go further.

## Cultural preservation

Libraries are playing a key role in preserving and promoting cultural heritage, from digitising historical documents to curating exhibitions and events that celebrate local culture. Lake Mac Libraries intend to be a guardian and promoter of cultural heritage. We aim to provide access to diverse knowledge, safeguard local knowledge and curate exhibitions and events celebrating local culture. Lake Mac Libraries strive to foster a sense of pride, understanding, and unity among individuals and communities by engaging community in education and research, and promoting cultural diversity.

## Health and wellness

Libraries are expanding their focus to consider health and wellness initiatives, offering resources and programs that promote physical and mental wellbeing, such as classes, workshops, and access to health information. Through our ever-increasing accessibility, curated and growing multilingual collections and consideration around repurposed physical spaces such as community gardens and indoor treatments, Lake Mac Libraries are growing our relevancy as wellbeing hubs for the community.

# REMAINING AND GROWING CHALLENGES



A participant soldering a circuit board at the Lake Mac Libraries Fab Lab

## Value and relevance

Lake Mac Libraries research and data have illustrated that public libraries must constantly evolve to meet the diverse needs of their communities, adapt to technological changes, and demonstrate their relevance in an increasingly digital age. Failure to do so risks losing patrons and support, impacting funding and sustainability.

Our core patronage is aged over 55 with a learned love for their service, However, the younger demographic is more familiar and inclined to use readily accessible digital and mobile education and recreation options as standard. Through the growing diversity of physical and digital offerings, accessibility and an approach to continuous improvement, Lake Mac Libraries will ensure the public library has something for everyone.

## Digitalisation and technology

The increasing digitalisation of information and the rise of e-books and digital resources have raised questions about the role of physical libraries and the need for investment in digital infrastructure. Debates are also raging about how libraries can best adapt to these changes while continuing to effectively serve their communities.

Since 2020, Lake Mac Libraries observed a decrease in public computer usage of over 70 per cent as people's personal ownership of technology has increased.

### Access and equity

Ensuring equitable access to library services for all community members is an ongoing challenge.

We acknowledge that some of our branches have physical accessibility issues for our ageing population. Opening hours and collection reviews that are attractive to new and emerging communities are needed to improve participation.

In addition, prioritising readable online content, increasing e-resources and expanding multi-language content, as well as including quiet spaces, accessible furniture and equipment will improve inclusion and access.

### Role in education and literacy

Public libraries have always played a crucial role in promoting literacy and lifelong learning, but there are debates about how their role in education should evolve. This includes discussions about the integration of libraries into formal education systems and their potential to support diverse learning needs.

As the number of people who read for pleasure decreases and the nation's literacy rates also decline, enabling and supporting literacy continues to be a key focus for Lake Mac Libraries. Alignment with Council's operating plan continues through innovative programming and alternative outreach methods to contribute to the city's education and literacy needs.

### Sustainability and environmental impact

As concerns about environmental sustainability grow, libraries can reduce their environmental impact and promote sustainable practices. This includes building design, energy efficiency, and the use of resources such as paper and ink.

The age of our facilities makes it difficult to operate sustainably, and some of our processes have not changed in over 30 years. Lake Mac Libraries have taken a stand with the aim of zero landfill by 2028, which will present innate challenges but aligns with Council-wide initiatives.

### Declining attendance and loans

Declining attendance and loans present a significant challenge for public libraries, impacting their sustainability and relevance. Changing leisure habits, digital alternatives, and competing entertainment options contribute to this trend.

Over the past decade library membership at both national and state level has trended down, with membership in 2021-2022 at the national level being 16.5 per cent lower than in 2011-2012. Lake Mac Libraries has also followed a similar trend. Physical loans at the national level from 2014-2015 to 2018-2019 decreased by 14.6 per cent, with a further 24.6 per cent decline during the COVID-19 pandemic.

At Lake Mac Libraries, physical loans fell by 44.7 per cent from 2012-2013 to 2021-2022. Online loans had a significant increase from 2017 to 2021. However, online loans have since dropped and levelled into a more static trend despite an increase in e-resource collections.

Despite these examples, Lake Mac Libraries and the industry are starting to see a moderate increase in our participation and visitation. However, the new normal is apparent. To maintain relevancy and continue to provide value to members and the city, we must consider ways to change to suit.

To address this challenge, libraries must implement innovative strategies to attract and retain patrons, adapt to evolving community needs and preferences, as well as effectively advocate for the continued value and importance of public libraries in Australian society.



Students participating in a Reconciliation Week workshop



# CONSULTATION AND RESEARCH REFERENCED IN THIS PLAN

A staff member assists a borrower  
at Charlestown Library, walyamayi

## Community engagement

Throughout 2023, Council workshopped library trends, challenges and opportunities with councillors and the community and received feedback from almost 1600 individuals including library patrons and non-members, school and community groups, local history groups, and meeting room users on how they use and value the service. Closely aligned Council departments such as Community Partnerships and ACT also undertook workshops. The information provided an updated understanding of library patron demographics and engagement, visitation patterns, opening hours, increased accessibility opportunities and preferred services and activities.

## Independent research

Library trends noticeably change and, in part, are influenced by the impact on library participation due to shifts in societal habits and additional influence from a global pandemic. Council collaborated with independent consultants to better understand our status. Research was undertaken on state and national library sector trends as well as Lake Mac Libraries' comparative status. Data analysis and reporting included the metrics and comparisons of:

- Membership
- Visitation
- Catchment areas and population
- Demographics, lifestyle, and user type
- Loans and types of services used
- Operating hours

Some examples of key findings are found in the accompanying infographic in this document.

# 2024-2028 ACTIONS

“ Libraries are only good if people use them, like books only exist when someone reads them ”

- Nicolas Meyer

School students engaging with circuits during a library workshop

Focusing on practical improvements and community needs, Lake Mac Libraries has developed a group of new or revised strategic actions to better serve the community. These actions aim to enhance community engagement, leverage technology for improved access, and refine our operations for efficiency. Grounded in a commitment to providing valuable services and resources, these efforts aim to ensure that Lake Mac Libraries remain a relevant and essential institution in the lives of our community members.

## Glossary of responsible council roles:

**ACT** - Arts, Culture and Tourism department

**BITS** - Business and Information Technology Systems department

**COMMUNITY HISTORY** - Social History Team

**COORDINATOR** - Cultural Experiences Coordinator

**COPA** - Community Partnerships department

**CULTURAL PROJECTS CURATOR** - Coordinates public art and community art projects

**EXECUTIVE/COUNCIL** - Lake Macquarie City Council Executive and Council elect

**EXHIBITION LEAD** - Museum and Exhibition operations

**DIGITAL TECHNOLOGY OFFICER** - Member of the Special Projects and Systems Support Team

**LEADERSHIP TEAM** - ACT Senior Leadership Team

**LIBRARIES LEADERS** - Cultural Experience Regional and Branch Leaders

**LIFELONG LEARNING** - Team of ACT

**MANAGER** - Manager Arts, Culture and Tourism

**MARKETING** - Team of ACT

**OUTREACH** - Outreach and Volunteer Lead

**SPECIAL PROJECTS AND SYSTEMS SUPPORT** - Team of ACT

## Definitions of focus areas:

**CAPITAL:** Construction or purchase of assets that provide contemporary library programming and resources.

**COMMUNITY:** Engage and serve the local population through tailored programs, outreach and partnerships, fostering a sense of belonging and inclusivity.

**INNOVATION/CREATIVITY:** Foster a culture of continuous improvement and creativity within the library, leveraging emerging trends and technologies to enhance services and user experiences.

**MANAGEMENT:** Implement effective structures, leadership, and resource allocation to ensure efficient day-to-day operations and strategic alignment with overarching goals. Includes staff training and continued improvement.

**REVENUE:** Projects and programs that raise revenue

**STRATEGIC:** Establish strong future-focused goals aligned with Council's vision. Including sector leadership, change management and agile thinking

**SUSTAINABILITY:** Develop and maintain practices that ensure Lake Mac Libraries' long-term viability, including financial stability, environmentally conscious initiatives, and strong community relationships

**TECHNOLOGY:** Integrate and optimise digital tools, platforms and resources to streamline operations, improve accessibility and meet the evolving information needs of the community.

## Glossary of resources:

**OPERATIONAL:** Included from within existing budget

**GRANTS:** Funding from external sources

**LIBRARY PRIORITY FUNDING:** State Library New South Wales Public Library Priority Funding

# A SENSE OF PLACE AND BELONGING

## STRATEGIC GOAL 1: CELEBRATE ABORIGINAL AND TORRES STRAIT ISLANDER CULTURE

Lake Macquarie is traditional Awabakal land, where the culture of all people is recognised, acknowledged, and respected.

STRATEGY	ACTION #	ACTION	TIMEFRAME	RESOURCES	TEAMS/LEAD
<b>Community</b>					
Continue to promote and celebrate First Nations literature, culture and programming within the libraries	1	Welcome and share: new book posters to be displayed in branches aligned with engaging programming	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>• Collections Development Lead</li> <li>• Libraries Leaders</li> <li>• Marketing</li> </ul>
	2	Present Australian, Aboriginal and Torres Strait Islander flags in all branches	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>• Libraries Leaders</li> <li>• Marketing</li> </ul>
<b>Innovation</b>					
Increase online presence and access to Aboriginal and Torres Strait Islander cultural knowledge	3	Lake Mac Libraries website to feature a tab with an information portal/directory	Year Two	Operational /grant	<ul style="list-style-type: none"> <li>• Libraries Leaders</li> <li>• Community History</li> <li>• Marketing</li> </ul>
<b>Capital</b>					
Expand First Nations collection	4	Inclusion of Maori and other Pacific populations in the collection. Development of contemporary reparative cataloging, including Maori and other Pacific populations.	Year Three	Operational	<ul style="list-style-type: none"> <li>• Collections Development Lead</li> </ul>
	5	Incorporation of a dedicated Aboriginal study collection within the Windale Hub	Year One on opening	Operational	<ul style="list-style-type: none"> <li>• Windale Hub Leader</li> <li>• Collections Development lead</li> </ul>
<b>Community</b>					
Welcome and share: include Indigenous songs/rhymes/language at Storytime	6	Deliver a minimum of 10 children's programs, with four delivered by an Aboriginal or Torres Strait Islander storyteller	Year One and annual KPI	Operational	<ul style="list-style-type: none"> <li>• Libraries Leaders</li> <li>• Aboriginal Community</li> <li>• Lifelong Learning</li> <li>• Marketing</li> </ul>
<b>Innovation/creativity</b>					
Develop an Awabakal children's book for Lake Macquarie	7	Commission a children's book illustrator and story book in Awabakal language	A biannual program starting Year One	Grant funding confirmed	<ul style="list-style-type: none"> <li>• Lifelong Learning</li> <li>• External Artists and Writers</li> </ul>
Incorporate Awabakal artists as part of the Lake Mac Libraries exhibition program	8	KPI: Minimum of two per year across libraries 'Launchpad' program	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>• Cultural Projects Curator</li> <li>• External Artists and Writers</li> </ul>
<b>Community</b>					
Build on dual naming existing facilities and continue to promote and raise awareness of Awabakal naming	9	Develop resources and programs that further promote the dual naming of library facilities	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>• Libraries Leaders</li> </ul>
<b>Innovation/creativity</b>					
	10	Investigate and develop uniform or wearable items for staff, promoting Awabakal language	Year Two	Operational	<ul style="list-style-type: none"> <li>• Libraries Leaders</li> </ul>
<b>Community</b>					
Increase Aboriginal and Torres Strait Islander membership to Lake Mac Libraries	11	Increase membership through community incentive programs, school inclusion and mentorship and giveaways	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>• Coordinator</li> <li>• Marketing</li> </ul>

# A SENSE OF PLACE AND BELONGING

## STRATEGIC GOAL 2: DEVELOP OUR CITY'S VISUAL IDENTITY

Promote and facilitate quality and diverse public art initiatives, place-making and excellence in aesthetic design of our built and landscape architecture.

STRATEGY	ACTION #	ACTION	TIMEFRAME	RESOURCES	TEAMS/LEAD
<b>Innovation</b>					
Activate facilities to support a night-time economy through programming	12	Undertake evening programs and events across all branches and measure effectiveness.	Year One at Windale Hub and Sugar Valley Library Museum Year Two Toronto and Charlestown	Operational, grants	<ul style="list-style-type: none"> <li>Libraries Leaders</li> <li>Lifelong Learning</li> </ul>
<b>Technology</b>					
Activate facilities to support an evening and night-time economy through self-access	13	Expand on Wangi Wangi, Cardiff and Speers Point self-access service: <ul style="list-style-type: none"> <li>Sugar Valley Library Museum and Toronto Library</li> <li>Charlestown and Windale Libraries</li> <li>Swansea and Belmont</li> <li>All libraries with extended self-access (24 hours trialed)</li> </ul>	Current Year One Year One and Two Year Two Year three and Four	Library Priority Funding	<ul style="list-style-type: none"> <li>Special Projects and Systems Support</li> </ul>
<b>Management</b>					
	14	Prepare feasibility and implement where suitable 'summer hours' compared to 'winter hours'	2025 Review visitation linked with programming 2025 Undertake trial	Operational	<ul style="list-style-type: none"> <li>Coordinator</li> </ul>
<b>Innovation/creativity</b>					
Activate facilities to support an evening and night-time economy through creative treatments	15	Night-time illumination activation program for libraries	2025 and 2027 Two branches each phase	Operational, grants	<ul style="list-style-type: none"> <li>Libraries Leaders</li> <li>Cultural Project Curator</li> <li>Lifelong Learning</li> </ul>
<b>Management</b>					
Develop and implement library visual merchandising plan	16	Update library service points and entryways with contemporary treatment, including merchandising	Year One with an annual review for effectiveness	Operational	<ul style="list-style-type: none"> <li>Marketing</li> <li>Leadership Team</li> </ul>
<b>Community</b>					
Open a 'pop-up' library site	17	Select locations around the city and in shopping precincts promoting library services	Year Two Minimum two locations per year	Operational	<ul style="list-style-type: none"> <li>Libraries Leaders</li> <li>Outreach</li> </ul>
<b>Revenue</b>					
Implement the 'Creative Kiosk' program	18	Incorporate book sales at night events, markets, and locations around the city	Year One Minimum eight locations per year	Operational	<ul style="list-style-type: none"> <li>Outreach</li> </ul>
<b>Sustainability</b>					
Define the suitability of community gardens at library sites	19	Undertake feasibility for Charlestown, Wangi Wangi, and Speers Point	Year Two	Operational, grants	<ul style="list-style-type: none"> <li>Outreach</li> <li>Libraries Leaders</li> <li>COPA</li> <li>Sustainable Neighborhood</li> </ul>
<b>Capital</b>					
Define landscaping and external branch presentation schedule to ensure maximum attractiveness	20	Conduct audit and delivery of priority tasks to achieve economical, aesthetic treatments	Year Two and ongoing	Operational	<ul style="list-style-type: none"> <li>Special Projects and Systems Support</li> <li>Coordinator</li> </ul>
<b>Management</b>					
Refresh Lake Mac Libraries brand on signage, website and online	21	Include refreshed collateral, imagery and style	Year Two	Operational	<ul style="list-style-type: none"> <li>Marketing</li> </ul>



# A SENSE OF PLACE AND BELONGING

## STRATEGIC GOAL 3: CHAMPION LOCAL HERITAGE AND HISTORY

Lake Macquarie values the tangible and intangible heritage of the city's built and natural environments, and the city's social history and artefacts.

STRATEGY	ACTION #	ACTION	TIMEFRAME	RESOURCES	TEAMS/LEAD
<b>Community</b>					
Increase community participation, awareness and value of heritage and history	22	Redevelop website with additional functionality, contemporary information, video and links to social platforms	Year One with ongoing updates	Operational, grants	<ul style="list-style-type: none"> <li>• Special Projects and Systems Support</li> <li>• Community History</li> </ul>
<b>Management</b>					
	23	Scan all local history physical collections for online access and archive family history collection	Two-year initiative starting Year One	Operational	<ul style="list-style-type: none"> <li>• Special Projects and Systems Support</li> <li>• Community History</li> <li>• Volunteers</li> </ul>
<b>Capital</b>					
	24	Integrate kEMU and SPYDUS collection management systems with education and school links	Year Two and Year Three		<ul style="list-style-type: none"> <li>• Community History</li> <li>• Marketing</li> <li>• Libraries Leaders</li> </ul>
<b>Technology</b>					
	25	Continue to undertake oral histories with local specialists and promote local history discussions on social media	Year One with minimum three per year	Operational	<ul style="list-style-type: none"> <li>• Community History</li> </ul>
<b>Innovation</b>					
Improve accessibility to local history resources	26	Implement ticketed family history sessions to consolidate and simplify local access	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>• Community History</li> </ul>
<b>Community</b>					
Work with Aboriginal Land Councils to develop connections with libraries and cultural heritage	27	Decentralise elements of local history collection and build on existing capacity within library branches to actively display and promote heritage elements pertinent to their catchments	Ongoing	Operational	<ul style="list-style-type: none"> <li>• Community History</li> <li>• Marketing</li> </ul>
	28	Investigate connection with Aboriginal Reference Group in collaboration with museums and galleries. Update Aboriginal and Torres Strait Islander collection at Toronto in collaboration with Aboriginal Community Development Officer	Ongoing	Operational	<ul style="list-style-type: none"> <li>• Community History</li> <li>• Marketing</li> <li>• Aboriginal community</li> </ul>
<b>Revenue</b>					
Continue to expand the flagship History Illuminated Festival	29	Lead the History Illuminated annual program	Year One Annual Program	Operational	<ul style="list-style-type: none"> <li>• Community History</li> <li>• Marketing</li> <li>• Lifelong Learning</li> </ul>
<b>Community</b>					
Develop a series of local history public programs, book launches and workshops	30	At least six events a year	Year One and an annual program	Operational	<ul style="list-style-type: none"> <li>• Community History</li> <li>• Marketing</li> </ul>
<b>Innovation/creativity</b>					
Curate exhibitions that celebrate local history, collections and stories	31	Minimum of two exhibitions a year across Rathmines Heritage Centre, SEEN@Swansea and Launchpad exhibition spaces	Year one and ongoing	Operational	<ul style="list-style-type: none"> <li>• Community History</li> <li>• Marketing</li> </ul>
	32	Assist with the development and promotion of Heritage Trails, walks and experiences	As required	Operational	<ul style="list-style-type: none"> <li>• Tourism</li> <li>• Marketing</li> <li>• Cultural Projects Curator</li> </ul>
<b>Management</b>					
	33	Undertake service review to inform future of community and local history resourcing and demand	Year Three	Operational	<ul style="list-style-type: none"> <li>• Coordinator</li> <li>• Special Projects and Systems Support</li> <li>• Community History</li> </ul>

# A SENSE OF PLACE AND BELONGING

## STRATEGIC GOAL 4: CELEBRATE CONNECTEDNESS

Support and provide a sense of belonging, yet encourage our suburbs and economic centres to develop their own cultural identity by encouraging new initiatives and activities that make the places in which our residents live, work, and play a central facet of Lake Macquarie’s cultural life.

STRATEGY	ACTION #	ACTION	TIMEFRAME	RESOURCES	TEAMS/LEAD
<b>Community</b>					
Develop meaningful community-focused projects and celebrations	34	For example, Friendship Day, Waste as Art arts workshops, school exhibitions, NAIDOC week, creative writing, ZINE and comic workshops	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>• Lifelong Learning</li> <li>• COPA</li> <li>• Marketing</li> <li>• Cultural Projects Curator</li> </ul>
	35	Focus on a rolling program of quality initiatives targeting culturally and linguistically diverse (CALD) community People with a Disability, Isolated community, LGBTIQ+ and older community members	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>• Lifelong Learning</li> <li>• COPA</li> <li>• Marketing</li> <li>• Library leaders</li> </ul>
	36	Audit cultural venues against contemporary physical accessibility standards	Year One and ongoing	Operational, grants	<ul style="list-style-type: none"> <li>• Lifelong Learning</li> <li>• COPA</li> <li>• Special Projects and Systems Support</li> </ul>
<b>Innovation/Creativity</b>					
Provide Storytime and other traditional library programs that support quality community program delivery and participation	37	Minimum of 60 children’s programs a year	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>• Lifelong Learning</li> <li>• Libraries Leaders</li> </ul>
<b>Revenue</b>					
Make and mend initiative: develop locations, schedule and programs around local upcycling and repair workshops	38	Make and mend spaces established at Toronto and Belmont Libraries Textile Lab	Year One – Fab Lab	Grants, operational	<ul style="list-style-type: none"> <li>• Lifelong Learning</li> <li>• Marketing</li> <li>• Community stakeholders</li> <li>• Sustainability</li> <li>• Libraries Leaders</li> <li>• Special Projects and Systems Support</li> </ul>
	39	Develop in-house programs, guest presenters and process for regular and ad-hoc users	Year Two - Ongoing		
	40	Launch “Library of Things” at Charlestown, Belmont and Toronto Libraries	Year Two		
	41	Pop-up Repair Cafes at a minimum of three locations a year	Year Four and ongoing		
Investigate liquor licensing-related service aspect to diversify appeal and experience outside traditional operating hours	42	Develop feasibility and seek grant funding to trial after-hours entertainment and licensing options and deliver seasonal events	Year One – Charlestown Library Year Two – Toronto Library Year Three – Sugar Valley Year Four – Swansea Centre Future – Morisset Hub	Break-even partnership	<ul style="list-style-type: none"> <li>• Coordinator</li> <li>• Leadership Team</li> <li>• External Partner</li> </ul>
<b>Management</b>					
Continue to research and refine opening hours and branch operations based on viability, sustainability, and accessibility	43	Continue a phased approach to opening hours changes to best meet community and operational demands	Year One and ongoing as an annual review	Operational	<ul style="list-style-type: none"> <li>• Manager</li> <li>• Coordinator</li> </ul>
<b>Innovation</b>					
	44	Continue to develop and deliver self-access across Lake Mac Libraries branches to support sustainable broad accessibility for the community	All branches with self-access by 2026	Library Priority Funding	<ul style="list-style-type: none"> <li>• Coordinator</li> <li>• Special Projects and Systems Support</li> </ul>

# A CREATIVE LIFE

## STRATEGIC GOAL 4: CELEBRATE CONNECTEDNESS

Support and provide a sense of belonging, yet encourage our suburbs and economic centres to develop their own cultural identity by encouraging new initiatives and activities that make the places in which our residents live, work, and play a central facet of Lake Macquarie’s cultural life.

STRATEGY	ACTION #	ACTION	TIMEFRAME	RESOURCES	TEAMS/LEAD
<b>Management</b>					
	45	Continue to review and update non-viable opening hours for the city’s libraries in a phased approach	Annual	Operational	<ul style="list-style-type: none"> <li>• Coordinator</li> <li>• Libraries Leaders</li> </ul>
<b>Capital</b>					
Include AR/VR and gaming resources within library spaces	46	Implement e-gaming availability with appropriate furniture and supporting loan collection	Year One – Sugar Valley Library Museum Year Two – Swansea Year Three – Toronto Year Four - Belmont		<ul style="list-style-type: none"> <li>• Special Projects and Systems Support</li> </ul>
<b>Innovation/creativity Revenue/technology</b>					
Increase Fab Lab impact and awareness	47	Continue building on Fab Lab capabilities and sustainable membership programming	Review program 2026	Operational, grants	<ul style="list-style-type: none"> <li>• Special Projects and Systems Support</li> <li>• Fab Lab Lead</li> </ul>
	48	Deliver Fab Lab academy initiative as nationally recognised program	Year One and ongoing	Operational, grants	<ul style="list-style-type: none"> <li>• Fab Lab Lead</li> </ul>
	49	Undertake annual call-out for students	Year One and ongoing	Operational, grants	<ul style="list-style-type: none"> <li>• Fab Lab Lead</li> </ul>
	50	Commission a range of Fab Lab programs and workshops that expand design and technology awareness and skill across the city	Year One and ongoing	Operational, grants	<ul style="list-style-type: none"> <li>• Fab Lab Lead</li> </ul>
	51	Develop a range of items for merchandise opportunities	Year One and Two	Operational, grants	<ul style="list-style-type: none"> <li>• Fab Lab Lead</li> </ul>
<b>Management</b>					
Incentivise new library members and visitation through marketing initiatives, driven by increased marketing and newsletter readership	52	Develop regular prize draw based on visitation, loan status, membership status and ambassadorship	Annual	Operational	<ul style="list-style-type: none"> <li>• Marketing</li> </ul>
	53	Expand on developed video content and create YouTube content.	Year Two		
	54	Investigate non-traditional methods of library promotion and marketing such as influencers, billboards, guerrilla marketing etc	Year One to Year Three		

# A CREATIVE LIFE

## STRATEGIC GOAL 5: ACTIVELY ENCOURAGE CREATIVE LEARNING AND EXPERIENCES

Value creativity, working together with creative process and outcomes that bring together history, culture, knowledge, and expertise that supports innovation, enquiry, and creative education.

STRATEGY	ACTION #	ACTION	TIMEFRAME	RESOURCES	TEAMS/LEAD
<b>Innovation/creativity</b>					
Develop innovative connections with the education sector and institutions	55	Define and establish partnerships with primary, secondary, and tertiary educational institutions for program delivery and sector development Develop a minimum of 15 curriculum-based projects and programs	Year One	Operational and Grants	<ul style="list-style-type: none"> <li>• Lifelong Learning</li> <li>• Outreach</li> <li>• All branches to participate in Tech Hub program</li> </ul>
	56	Implement an education strategy that targets and measures increased participation of students Increase annual student participation by three per cent annually	Year One and ongoing	Operational, Grants	<ul style="list-style-type: none"> <li>• Lifelong Learning</li> </ul>
	57	Invest in new spaces, for example, Textile Lab at Toronto, hot desks at Belmont and Speers Point, cafes in libraries, and planning for Morisset Hub	Year One and ongoing	Operational, Grants	<ul style="list-style-type: none"> <li>• Leadership Team</li> <li>• Libraries Leaders</li> <li>• Special Projects and Systems Support</li> </ul>
<b>Revenue</b>					
Write Here Festival	58	Continue with the annual program with five per cent growth annually	Annual festival	Revenue program	<ul style="list-style-type: none"> <li>• Lifelong Learning</li> </ul>
History Illuminated Festival	59	Incorporate history writing and heritage research as part of the festival program	Annual festival	Revenue program	<ul style="list-style-type: none"> <li>• Lifelong Learning</li> </ul>
POP Bam	60	Host contemporary youth-focused Pop Culture festival	Annual festival	Revenue program	<ul style="list-style-type: none"> <li>• Lifelong Learning</li> </ul>
GLAM and library professional sector	61	Include contemporary library practices as part of the GLAM program	Annual festival	Revenue program	<ul style="list-style-type: none"> <li>• Lifelong Learning</li> </ul>
<b>Management</b>					
Strategically develop new target markets and businesses for arts, cultural and heritage programming	62	Define target markets	Ongoing	Operational	<ul style="list-style-type: none"> <li>• Leadership Team</li> </ul>
<b>Technology</b>					
	63	Undertake a technology audit of Lake Mac Libraries' service	Year One	Operational	<ul style="list-style-type: none"> <li>• Special Projects and Systems Support</li> <li>• Libraries Leaders</li> </ul>
<b>Innovation/creativity</b>					
Investigate cultural hub projects, incubators and pop-up exhibitions within Lake Mac Libraries and community facilities	64	Host artist in residency program	Ongoing - One a year	Operational	<ul style="list-style-type: none"> <li>• Cultural projects curator</li> </ul>
	65	Run EOI for writers, poets and illustrators to be involved	Ongoing - One a year	Operational	<ul style="list-style-type: none"> <li>• Cultural projects curator</li> </ul>
	66	Pilot self-directed creative play activities such "Art Cart" at branches with Launchpad spaces	Ongoing - four per year	Operational	<ul style="list-style-type: none"> <li>• Outreach</li> </ul>
<b>Revenue</b>					
A rolling program of exhibitions by local artists, artist groups, schools and associations	67	Host a minimum of 24 emerging artists within libraries as part of the Launchpad program	Continue with the exhibition program at Charlestown, Toronto, Belmont, Windale and Swansea	Revenue program	<ul style="list-style-type: none"> <li>• Exhibition Lead</li> </ul>

# A CREATIVE LIFE

## STRATEGIC GOAL 6: CONTINUOUSLY IMPROVE COUNCIL'S CULTURAL FACILITIES, PROGRAMS AND TEAMS

Council plays a pivotal role as a leading partner with our community to achieve our city's vision to be a vibrant, contemporary, and cosmopolitan city by continuously improving how we enable creativity and cultural activities to be presented and supported.

STRATEGY	ACTION #	ACTION	TIMEFRAME	RESOURCES	TEAMS/LEAD
<b>Capital</b>					
Deliver new planned facilities	68	Construct and open Windale Hub	Year One	Capital	<ul style="list-style-type: none"> <li>Executive/Council</li> <li>Libraries Leaders</li> </ul>
	69	Continue to work with the Internal PCG on the development of the new Morisset Community Centre	Year One – Feasibility Year Four – Drawing and design	Capital, grants	<ul style="list-style-type: none"> <li>Executive/Council</li> </ul>
Investigate service alternatives across single use branches	70	Investigate alternative service at Speers Point Library	Year Two	Operational	<ul style="list-style-type: none"> <li>Executive/Council</li> </ul>
<b>Innovation</b>					
Implement new outreach and home delivery services and outreach options	71	Implement new kiosks across the service that will be included in Council and community events	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>Outreach</li> </ul>
<b>Capital</b>					
	72	Implement volunteer home delivery, digital mentor and revised outreach program	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>Outreach</li> </ul>
	73	Pilot 'My Little Library' program for preschools	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>Outreach</li> </ul>
<b>Innovation</b>					
Increase membership	74	Membership referral program - include Outreach team	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>Marketing</li> <li>Outreach</li> <li>Lifelong Learning</li> <li>Cultural experiences</li> </ul>
<b>Strategic</b>					
Review under-used libraries for reuse, multi-use, or closure	75	Review and present options and recommendations for consultation with Council and the community, including: <ol style="list-style-type: none"> <li>Identify usage trends</li> <li>Alternatives for members</li> <li>Delivery and access models</li> <li>Relocation options</li> <li>Attendance and loans</li> <li>Changes in demographics and use</li> <li>Usage times and access</li> </ol>	Year One – Aligned with the opening of Windale. Year Three – Aligned with the renewal of Cardiff lease. Year Three – In line with the expansion of self-access hours across all services	Operational	<ul style="list-style-type: none"> <li>Leadership Team</li> <li>Executive/Council</li> </ul>

# A CREATIVE LIFE

## STRATEGIC GOAL 6: CONTINUOUSLY IMPROVE COUNCIL'S CULTURAL FACILITIES, PROGRAMS AND TEAMS

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STRATEGY	ACTION #	ACTION	TIMEFRAME	RESOURCES	TEAMS/LEAD
<b>Management</b>					
Continuously improve library staffing and rostering in line with changing use and demand	76	Review staffing profiles in line with current data, existing use and sector changes to develop future directions and workforce plans	Ongoing	Operational	• Coordinator
	77	Succession planning and staff development pathways in contemporary library systems and collection management	Ongoing	Operational	• Coordinator
Undertake tech audit and develop plan for new and future purchases	78	Undertake and complete audit	Year One	Operational, grant	• Special Projects and Systems Support
	79	Identify new tech purchases and phase out dated technology	Year One and ongoing	Operational, +grant	• Special Projects and Systems Support
Implement and deliver best practice digital skills for maker space technologies	80	Consult community and industry partners to determine digital skills and maker space technologies required at each branch	Year One and ongoing	Operational	• Special Projects and Systems Support • Lifelong Learning • Outreach
	81	Plan and target technology introduction and use workshops and programs for community and staff with specialist trainers	Year One and ongoing		• Special Projects and Systems Support • Lifelong Learning • Outreach • External Contractor • BITS
	82	Develop a program of workshops promoting digital creativity	Year Two and ongoing as an annual program	Operational	• Digital Special projects and Systems • Lifelong Learning • Libraries Leaders • Fab Lab Lead
<b>Strategic</b>					
Achieve national cultural professional standards in governance, operational responsibility and integrity	83	Continuously review service delivery for excellence, efficiency, cost management, sustainability, programming and resource use	Year One and ongoing Complete monthly, quarterly and annual reporting against KPIs and industry benchmarking	Operational	• Libraries Leaders
<b>Management</b>					
Implement best practice leadership and innovation in the sector	84	Analyse trends and member surveys to align programming to needs	Year One and ongoing	Operational	• Manager • Libraries Leaders • Marketing
	85	Meet budget and revenue expectations and KPIs	Year One and ongoing		• Leadership Team

# A CREATIVE LIFE

## STRATEGIC GOAL 6: CONTINUOUSLY IMPROVE COUNCIL'S CULTURAL FACILITIES, PROGRAMS AND TEAMS

Council plays a pivotal role as a leading partner with our community to achieve our city's vision to be a vibrant, contemporary, and cosmopolitan city by continuously improving how we enable creativity and cultural activities to be presented and supported.

STRATEGY	ACTION #	ACTION	TIMEFRAME	RESOURCES	TEAMS/LEAD
<b>Management</b>					
Actively seek sustainable funding partners and sources for project and program delivery	86	Actively seek appropriate funding sources	Year One and ongoing	Operational	• Leadership Team
	87	Establish relationships with spokespeople to publicly advocate for the library network's purpose, value and relevancy	Year One and ongoing	Operational	• Marketing • Lifelong Learning
	88	Investigate library brand initiatives to meet the needs of a range of user personas, attract new members and further improve and demonstrate relevancy and open opportunities to use partner communication channels	Year One and ongoing	Operational	• Marketing • Lifelong Learning
Empower staff to undertake tasks to achieve strategic goals with a global vision	89	Establish an annual library professional development training program	Year Two and then as an established program	Operational	• Leadership Team
<b>Revenue</b>					
Be a sector-leading service	90	Deliver GLAM symposium libraries related content for the team and sector	Year One and annually	Operational	• Leadership Team
<b>Strategic</b>					
Review and develop new four-year Strategic Plan for libraries	91	Conduct skills audit and workforce and succession planning for the next 10 years	Year Two	Operational	• Coordinator
	92	Build upon midterm review with planning to develop new 2028-2032 Library Strategic Plan	Year Three	Operational	• Leadership Team
<b>Management</b>					
Reward and celebrate excellence in customer services	93	Create a Lake Mac Libraries, kawumalyikilba reward and recognition program for library staff who demonstrate innovation, user engagement and 'living the brand'	Year One and annually	Operational	• Coordinator • Libraries Leaders
<b>Sustainability</b>					
Lake Mac Libraries work towards zero landfill by 2028	94	Review processes and practices to achieve zero waste by 2028. Examples include assessing and actioning removal of soft plastics from collection stock Remove general waste bins from facilities Use only recyclable materials in programs	Year One and ongoing	Operational, grants	• Leadership Team • External contractors
	95	Launch Windale Library as a zero-landfill focused facility	Year One and ongoing	Operational, grants	• Windale Hub Leader • Libraries Leaders
<b>Sustainability</b>					
Enhance reference services to ensure community members are aware of and can access online library and Council services	96	Investigate and increase range of services available online. (such as Haynes, Carters antiques)	Year One and ongoing	Operational	• Collection Development Lead • Special Projects and Systems Support • Marketing
	97	Increase staff knowledge of online services			
	98	Investigate marketing collateral for branches			
	99	Review physical reference collections for online equivalents and implement			

# A CITY OF CULTURE AND INNOVATION

## STRATEGIC GOAL 7: FOSTER OPEN COMMUNICATION, PARTNERSHIPS AND LEADERSHIP

Open and honest communication with the creative community, facilitate and champion partnerships that strive for the city’s arts, heritage and cultural vision, and act and facilitate strong leadership within the sector.

STRATEGY	ACTION #	ACTION	TIMEFRAME	RESOURCES	TEAMS/LEAD
<b>Innovation/Creativity</b>					
Support and nurture an environment that encourages creativity and innovation	100	Support emerging writers and authors in the city through appropriate policy, industry support and event opportunity	Year One and ongoing	Operational	• Lifelong Learning
<b>Community</b>					
	101	Implement innovative volunteer and professional models of management for existing Council cultural assets	Year One and ongoing	Operational	• Outreach
<b>Strategic</b>					
Build strong industry networks	102	Investigate a network relationship with Hunter and Central Coast Libraries (reciprocal borrowing)	Year Two and ongoing	Operational	• Leadership Team
	103	Collaborate with regional partners in re-establishing a zone group to strengthen advocacy and communication with state and federal bodies	Year Two and ongoing	Operational	• Leadership Team
<b>Community</b>					
Regular and valuable communication with our members	104	Continuously improve library smartphone app, e-newsletters, and social media connectivity, ensuring the highest level of cyber security.	Year One and ongoing	Operational	• Systems Support • Marketing



# A CITY OF CULTURE AND INNOVATION

## STRATEGIC GOAL 8: VALUE AND SUPPORT OUR CREATIVE INDUSTRY AND CULTURAL ECONOMY

Lake Macquarie values and supports individual creativity, skill, and talent, which has the potential for employment and the development of a sustainable creative economy.

STRATEGY	ACTION #	ACTION	TIMEFRAME	RESOURCES	TEAMS/LEAD
<b>Management</b>					
Proactively seek and implement opportunities to engage the creative community within all our activities	105	Seek grant funding to ensure programming and events reflect creative industries in libraries' programming strategy	Year One and ongoing	Operational, grants	<ul style="list-style-type: none"> <li>• Lifelong Learning</li> <li>• Artists</li> <li>• Cultural Projects Curator</li> </ul>
<b>Innovation/Creativity</b>					
	106	Develop, in conjunction with performing arts groups, a One Act Play Festival	Ongoing	Operational, grants	<ul style="list-style-type: none"> <li>• Lifelong Learning</li> <li>• Playwrights</li> </ul>
<b>Revenue</b>					
Build strong industry networks	107	Provide and promote work hub spaces that service small businesses and entrepreneurs	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>• Leadership Team</li> <li>• Leadership Team</li> </ul>
<b>Technology</b>					
	108	Develop and promote Make and Mend Spaces and Fab Lab, as an incubator for textiles-based entrepreneurs	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>• Special Projects</li> <li>• Lifelong Learning</li> <li>• Marketing</li> </ul>
<b>Revenue</b>					
	109	Develop strategies to encourage the purchase of local art in exhibitions	Year One and ongoing	NA	<ul style="list-style-type: none"> <li>• Cultural Experiences</li> <li>• Cultural Projects Curator</li> <li>• Marketing</li> </ul>
<b>Community</b>					
Engage creatives, authors, and writers in programming	110	Expressions of interest for flagship library programming	Year Two and ongoing	Operational	<ul style="list-style-type: none"> <li>• Cultural Experiences</li> <li>• Lifelong Learning</li> </ul>
<b>Revenue</b>					
Establish a revised bookshop commercial element	111	Develop a consistent visible, accessible and appealing library book sale layout	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>• Marketing</li> </ul>
<b>Sustainability</b>					
	112	Deliver and grow consistent and regular book sales opportunities across all branches	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>• Marketing</li> </ul>
<b>Management</b>					
Expand and manage meeting room use	113	Monitor and consult with users to maximise revenue and extend use to community groups	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>• Cultural Experiences</li> <li>• Marketing</li> </ul>

# A CITY OF CULTURE AND INNOVATION

## STRATEGIC GOAL 9: COMMUNICATE OUR CULTURE: BE LOCAL, AIM GLOBAL

Celebrate and promote creativity, innovation and uniqueness through engaging and active events, festivals, programs and exhibitions for community and visitors.

STRATEGY	ACTION #	ACTION	TIMEFRAME	RESOURCES	TEAMS/LEAD
<b>Innovation/Creativity</b>					
Libraries as tourist support/ destinations	114	Train all Cultural Experience Officers (CEOs) as Tourism Ambassadors	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>Marketing</li> <li>Libraries Leaders</li> </ul>
Market libraries globally	115	Provide and promote work hub spaces that service small businesses and entrepreneurs, as well as develop cafes and other businesses within our spaces.	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>Leadership Team</li> </ul>
<b>Revenue</b>					
	116	Support online membership outside Lake Macquarie LGA through marketing plan initiatives	Ongoing	Operational	<ul style="list-style-type: none"> <li>Marketing</li> </ul>
<b>Management</b>					
Actively participate in national and industry changes and discussions	117	Deliver annual GLAM symposium dedicated to industry collaboration and innovation	Annual	Operational	<ul style="list-style-type: none"> <li>Lifelong Learning</li> <li>Libraries Leaders</li> <li>Marketing</li> <li>Leadership Team</li> </ul>
	118	Advocate and drive reinvigoration of regional partnerships and connection with state and national bodies	Ongoing	Operational	<ul style="list-style-type: none"> <li>Libraries Leaders</li> </ul>

# A CITY OF LITERACY AND LEARNING

## STRATEGIC GOAL 10: SUPPORT LITERACY, LEARNING AND READING IN THE DIGITAL AGE

Facilitate and champion activities and partnerships that support community members to participate fully in the labour market, education and training, and social and civic life.

STRATEGY	ACTION #	ACTION	TIMEFRAME	RESOURCES	TEAMS/LEAD
<b>Community</b>					
Investigate and develop an online, interactive literature-themed map of Lake Macquarie	119	Conceptualise and crowd-source literary references and sites of significance to Lake Macquarie	Year One	Grants	<ul style="list-style-type: none"> <li>Community History</li> <li>Marketing</li> </ul>
<b>Innovation/Creativity</b>					
	120	Develop programs to embrace the concept of 'Storytime is for Everyone' – scope programs and seek training for Reading Aloud activities	Year Two	Grants	<ul style="list-style-type: none"> <li>Lifelong Learning</li> <li>Libraries Leaders</li> </ul>
<b>Technology</b>					
	121	Provide opportunities for skills development in creative arts and literacy using emerging technology to suit	Year One and ongoing	Grants	<ul style="list-style-type: none"> <li>Lifelong Learning</li> <li>External Contractors</li> <li>Artists</li> </ul>
<b>Innovation/Creativity</b>					
	122	Develop 'Lake Mac Imaginarium' concept to support funding for delivery	Year Two	Grants	<ul style="list-style-type: none"> <li>Libraries Leaders</li> <li>Lifelong Learning</li> <li>Marketing</li> <li>External Contractors</li> <li>Artists</li> </ul>
<b>Strategic</b>					
Support and promote a strong focus on early language and literature development	123	Review, design and deliver effective early literacy sessions for babies, toddlers and preschool children and their families	Year One and ongoing	Library Priority Funding	<ul style="list-style-type: none"> <li>Libraries Leaders</li> <li>Outreach</li> <li>COPA</li> </ul>
<b>Innovation/Creativity</b>					
	124	Develop and deliver programming operational model to increase early literacy activities in libraries and increase availability of these activities KPI – increase traditional programming availability by 20 per cent	Year One and ongoing	Operational	<ul style="list-style-type: none"> <li>Libraries Leaders</li> <li>Lifelong Learning</li> </ul>
<b>Strategic</b>					
Develop targeted preschool library collection development	125	Launch "My Little Library Program" with a focus on suburbs and preschools with highest need	Year One	Operational	<ul style="list-style-type: none"> <li>Collection Development Lead</li> <li>Outreach</li> </ul>
	126	Regular review of collection usage patterns and updating selection profiles	Ongoing	Operational	<ul style="list-style-type: none"> <li>Special Projects</li> <li>Systems Support</li> <li>Libraries Leaders</li> </ul>

# A CITY OF LITERACY AND LEARNING

## STRATEGIC GOAL 10: SUPPORT LITERACY, LEARNING AND READING IN THE DIGITAL AGE

Facilitate and champion activities and partnerships that support community members to participate fully in the labour market, education and training, and social and civic life.

STRATEGY	ACTION #	ACTION	TIMEFRAME	RESOURCES	TEAMS/LEAD
<b>Community</b>					
Develop activities to support and celebrate local, national, and international reading initiatives	127	Actively promote Reading Challenges to school-aged children	Annually	Operational	• Libraries Leaders • Marketing
	128	Celebrate Children’s Book Week as a premier event and an event to link in with Premier’s Reading Challenge (Mayor/ Executive presenting awards at libraries)	Annually	Operational	• Libraries Leaders • Lifelong Learning • Marketing
	129	Deliver coordinated recognition of Indigenous Literacy Day, The Reading Hour, Adult Learners Week, World Book Day, National Literacy and Numeracy week, etc.	Ongoing	Operational	• Libraries Leaders • Lifelong Learning • Marketing
Develop Family Literacy Framework and brand	130	‘Sing Say Share’ incorporated into existing branch early literacy programs and marketing	Ongoing	Operational, grants	• Libraries Leaders • Marketing
<b>Innovation/Creativity</b>					
Strengthen readers advisory activities and awareness to grow collection	131	Expand activities such as genre-themed bookmarks, ‘Ask a librarian’ online open forms, and external reader’s advisory platforms	Ongoing	Operational	• Libraries Leaders • Marketing
<b>Community</b>					
	132	Develop engagement activities to encourage reading and borrowing, and community identity. In particular, priority members including people with a disability, culturally and linguistically diverse and those in isolation.	Year One and ongoing	Operational	• Lifelong Learning • Marketing • Library Leaders
<b>Innovation/Creativity</b>					
	133	Develop and launch Lake Mac Reads - Reading Challenge a 12-month reading challenge/book bingo	Year One and ongoing	Operational	• Library Leaders • Marketing • Collection Development Lead
<b>Technology</b>					
	134	Package ‘Bibliotherapy’ service expanding on ‘Shelf Help’ online form	Year One and ongoing	Operational	• Collection Development Lead • Marketing
<b>Community</b>					
	135	Develop and deliver ‘Lake Mac Reads’ as a brand emphasising wellbeing and encouraging the development of a reading community	Year One and ongoing	Operational	• Marketing
<b>Technology</b>					
	136	Update technology to ensure industry-leading accessibility standards for people of all abilities.	Year One and ongoing	Operational, grants	• Special Projects and Systems Support
	137	Integrate into facility signage and layout delivery	Year One and ongoing	Operational	• Marketing

# INFRASTRUCTURE 2024-2028

Lake Mac Libraries are in a unique position as a major library service providing library facilities that continue to be individual, unique and extremely well-connected.

The challenge is how to capitalise or consolidate these strengths and maintain public libraries as a sustainable community experience. This table provides the current context, influences and potential change and timelines that will be assessed throughout the life of this plan and beyond.

An aerial view of the construction of the new Windale Hub

LOCATION	SERVICE AND USE - CURRENT	EXPECTED CHANGE DRIVERS - OVER THE NEXT FOUR YEARS	PROPOSED INFRASTRUCTURE CHANGES	RESOURCING AND PHASE
<b>Belmont, ngarrabangba</b>	<ul style="list-style-type: none"> <li>Mid-size service activity</li> <li>Traditional standalone library with meeting room and public parking</li> <li>Limited community growth</li> </ul>	<ul style="list-style-type: none"> <li>Ageing population</li> </ul>	<ul style="list-style-type: none"> <li>Internal site changes</li> <li>Furniture upgrades</li> <li>Self-access</li> <li>Storage option increased</li> </ul>	<ul style="list-style-type: none"> <li>Year One – define scope and implement self-access</li> <li>Year Two – construction with funding through the Library Priority Grant</li> </ul>
<b>Cardiff, kuram</b>	<ul style="list-style-type: none"> <li>Small to mid-size service activity with reducing attendance/ loans</li> <li>Leased</li> <li>Traditional standalone library with public parking and self-access</li> </ul>	<ul style="list-style-type: none"> <li>Competition and library location density</li> <li>Limited community growth</li> </ul>	<ul style="list-style-type: none"> <li>Review sustainability on lease end 2026</li> </ul>	<ul style="list-style-type: none"> <li>Monitor service and use</li> <li>Review options on lease end</li> </ul>
<b>Charlestown, walyamayi</b>	<ul style="list-style-type: none"> <li>Large service activity</li> <li>Consistent high attendance</li> <li>Traditional standalone library with meeting room and public parking</li> <li>Community standard growth</li> </ul>	<ul style="list-style-type: none"> <li>Higher-density city living</li> <li>Economic growth drives reuse of site</li> </ul>	<ul style="list-style-type: none"> <li>Implement self-access</li> <li>Internal and external treatment</li> <li>Upgraded service space and storage</li> </ul>	<ul style="list-style-type: none"> <li>Year One – implement self-access</li> <li>Year Two – further scope future use of site and service in Charlestown</li> <li>No capital funding allocation planned</li> </ul>
<b>Morisset, bawarramalang</b>	<ul style="list-style-type: none"> <li>Small to mid-size service activity</li> <li>Highest use per square metre within the service.</li> <li>Traditional standalone library</li> <li>Community growth high</li> </ul>	<ul style="list-style-type: none"> <li>High growth catchment</li> </ul>	<ul style="list-style-type: none"> <li>Implement self-access Year Three</li> </ul>	<ul style="list-style-type: none"> <li>Continue to collaborate with the wider Council to define feasibility, funding, design, and community engagement</li> </ul>
<b>Speers Point, milyaba</b>	<ul style="list-style-type: none"> <li>Small to mid-size service activity</li> <li>Mid-size facility</li> <li>Traditional standalone library with public parking and self-access</li> <li>Library administrative operational hub</li> <li>Moderate community growth</li> </ul>	<ul style="list-style-type: none"> <li>Proximity to Council administration</li> <li>Community demographic changes</li> </ul>	<ul style="list-style-type: none"> <li>Increase self-access options</li> <li>Replace archive as an online resource</li> <li>Scope feasibility for relocation and back of house service changes</li> </ul>	<ul style="list-style-type: none"> <li>Year One – implement extended self-access hours</li> <li>Year Two – review back of house teams and resource location needs</li> <li>Year Three – identify options for integration with Council administration or repurpose back of house</li> </ul>

LOCATION	SERVICE AND USE - CURRENT	EXPECTED CHANGE DRIVERS – OVER THE NEXT FOUR YEARS	PROPOSED INFRASTRUCTURE CHANGES	RESOURCING AND PHASE
<b>Sugar Valley Library Museum, kirantakamyari</b>	<ul style="list-style-type: none"> <li>• Mid-size service activity</li> <li>• Multi use space with professional museum</li> </ul>	<ul style="list-style-type: none"> <li>• High community growth</li> </ul>	<ul style="list-style-type: none"> <li>• Minor technology updates</li> <li>• Museum exhibition space refreshes</li> </ul>	<ul style="list-style-type: none"> <li>• No infrastructure changes are proposed over the next six years</li> </ul>
<b>Swansea, kariyawangba</b>	<ul style="list-style-type: none"> <li>• Mid-size service activity</li> <li>• Declining use and loans</li> <li>• Multiuse space with public parking</li> </ul>	<ul style="list-style-type: none"> <li>• Slow community growth</li> <li>• Need for alternative spaces for meetings and programs</li> </ul>	<ul style="list-style-type: none"> <li>• Increased room hire options</li> <li>• Library layout revision</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to collaborate with the wider Council to define feasibility, funding, design and community engagement</li> </ul>
<b>Toronto, tirrabiyangba</b>	<ul style="list-style-type: none"> <li>• Mid-size service activity</li> <li>• Declining attendance and visitation</li> </ul>	<ul style="list-style-type: none"> <li>• Growth in business use</li> <li>• Growth in community meeting spaces</li> </ul>	<ul style="list-style-type: none"> <li>• Additional spaces for activity</li> <li>• Increased tech infrastructure supporting after hours use</li> <li>• Visual merchandising furniture opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Year One – implement self-access</li> <li>• implement textile lab</li> <li>• Year Three – extend self-access</li> </ul>
<b>Wangi Library Creative Hub, wanji wanji</b>	<ul style="list-style-type: none"> <li>• Small service activity</li> <li>• Small facility</li> </ul>	<ul style="list-style-type: none"> <li>• Changing community</li> <li>• Opportunity to expand into creative commercial activity</li> </ul>	<ul style="list-style-type: none"> <li>• Implement 24/7 self-access</li> </ul>	<ul style="list-style-type: none"> <li>• Year Two - Implement 24/7 self-access</li> <li>• No infrastructure changes are proposed over the next five years</li> </ul>
<b>Windale Hub, bilyabayi</b>	<ul style="list-style-type: none"> <li>• Historically small service activity</li> <li>• New multi-use facility</li> <li>• Moderate to high community growth</li> </ul>	<ul style="list-style-type: none"> <li>• Broadening social and demographic change</li> <li>• Urban density</li> </ul>	<ul style="list-style-type: none"> <li>• Minor technology updates</li> <li>• Implement self-access</li> </ul>	<ul style="list-style-type: none"> <li>• No infrastructure changes are proposed over the next five years</li> </ul>



## OUR LIBRARIES

**BELMONT LIBRARY, NGARRABANGBA**  
19 Ernest Street, Belmont

**CARDIFF LIBRARY, KURAM**  
Corner Main and Macquarie Roads, Cardiff

**CHARLESTOWN LIBRARY, WALYAMAYI**  
Corner Smith and Ridley Streets, Charlestown

**MORISSET LIBRARY, BAWARRAMALANG**  
39 Yambo Street, Morisset

**SPEERS POINT LIBRARY, MILYABA**  
139 Main Road, Speers Point

**SUGAR VALLEY LIBRARY MUSEUM, KIRANTAKAMYARI**  
156 Portland Drive, Cameron Park

**SWANSEA LIBRARY, KARIYAWANGBA**  
228 Pacific Highway, Swansea

**TORONTO LIBRARY, TIRABIBYANGBA**  
Corner Brighton Avenue and Pemell Street, Toronto

**WANGI LIBRARY CREATIVE HUB, WANJI WANJI**  
295 Watkins Road, Wangi Wangi

**WINDALE HUB, BILYABAYI**  
Lake Street, Windale

## **EVENTS AND FESTIVALS STRATEGIC ACTION PLAN 2024-2028**

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