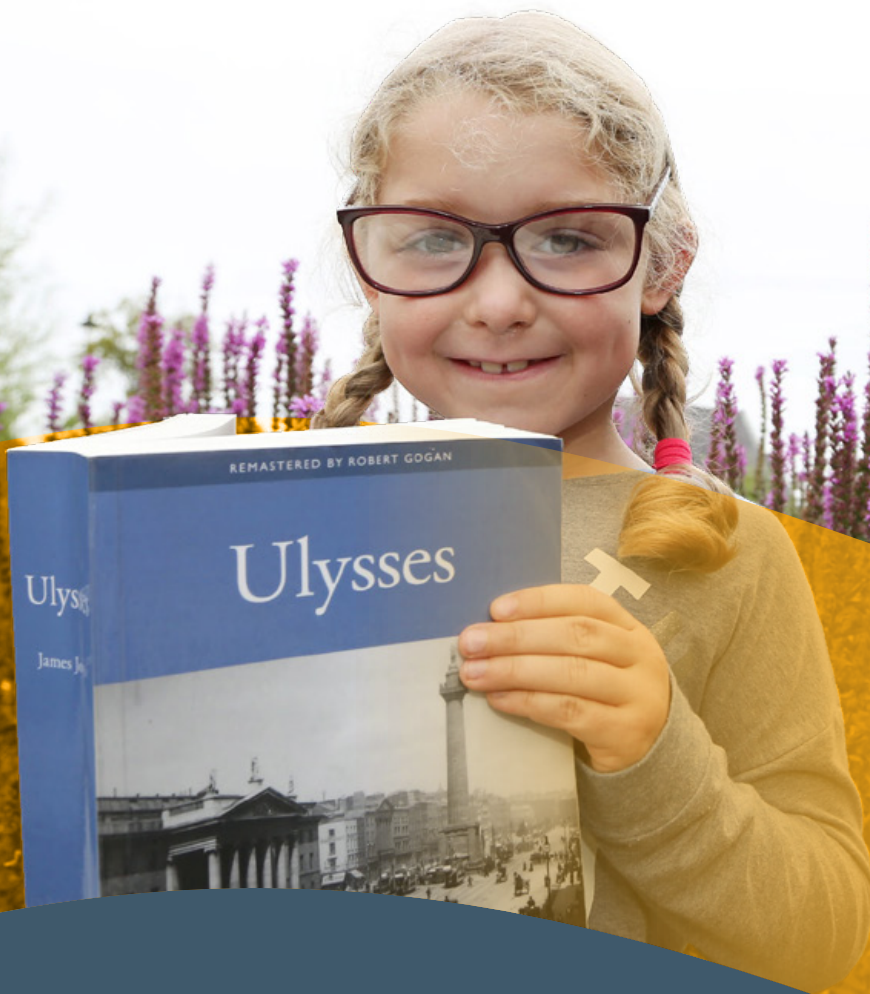




Comhairle Contae
Átha Cliath Theas
South Dublin County Council



Open To You

South Dublin Library
Development Plan
2018 - 2022



Comhairle Contae
Átha Cliath Theas
South Dublin County Council

Your
Mobile
Library



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Executive Summary

This Development Plan sets out the strategy and work programmes of South Dublin Libraries for the next 5 years. It includes an outline of existing library services, objectives and priorities, and measures to achieve these objectives. The methodology required desk-top research and widespread consultation.





The mission statement of our library service is:

To enrich the quality of life in South Dublin County by promoting access to a broad range of knowledge, information, technology, culture and heritage, in a welcoming, inclusive and supportive way

Our library service currently operates 5 branch libraries, a part-time library, 2 library hubs and a mobile library service. Opening hours include 4 late evenings and weekly Saturday opening. During the lifetime of this plan, two major capital projects will be delivered with the re-building of a purpose built library at Castletymon and the construction of a new library at North Clondalkin.

There have been a number of demographic changes identified in Census 2016 which will have implications for the library service. Census 2016 revealed that the population of South Dublin County has grown 5.1% to 278,767 and will continue to grow including developments such as the new town at Clonburris. We have an ethnically diverse community with over 120 nationalities. Our population includes a large proportion of young people (21,733 aged 0-4 years) and also a fast-growing population of over 55s (59,472). Census 2016 has shown that 20,772 people aged 15 and over have received only primary level education or no formal education at all. 23.4% don't own a personal computer and 10.6% have no access to the Internet. These demographic profiles will impact on our literacy, information, cultural and social inclusion programmes.

Considering all the challenges and opportunities which may present themselves over the next 5 years, our Library Development plan focuses on 6 key strands.

Priorities and Objectives: Key Strands

Reading and Literacy

The promotion of reading and the development of literacy support is at the core of our library service. The capacity not just to read but to understand and critically appreciate different forms of communication is a key skill. The fostering and support for developing this skill underpins many of the services we offer.

Marketing and Promotion

The last decade has witnessed profound changes in how we communicate and advertise our services. It was evident during the consultation process that

Executive Summary (continued)

awareness of the wide range of services we provide could be improved. The development of a Social Media strategy to disseminate information about our library service, is a priority.

ICT and Digital Literacy

Information technology has enabled us to be creative and innovative and also customer focussed. Our active support for the national library management system Sierra, our wealth of online resources available via our website and the excellent computer and printing facilities available at our library branches ensure that we offer our patrons a modern and efficient library service. There are constant changes and developments in the area of technology and our library IT team work closely with its counterparts in SDCC, the LGMA and in other local authorities to provide a streamlined, comprehensive and up-to-date service.

Digital literacy is an increasingly vital skill for navigating modern life. Computer facilities are available for free in our branch libraries, and courses for beginner, intermediate, and advanced levels are on offer in all branches. The development of Tech Spaces in our libraries will facilitate the expansion of STEAM activities and foster in young people a desire to gain more skills in this area.

Information and Lifelong Learning

Providing access to information and opportunities for personal progress to engage in a lifetime of



learning and reading is a fundamental strength of our service. Participation in national programmes such as Work Matters and Health and Well Being will continue to feature highly. In the current climate of economic regrowth, free and easy access to reliable resources for those entering the jobs market, making career moves or progressing a business idea is more necessary than ever. Business and employment support through collaboration with local agencies such as LEO and the local branch of Chambers Ireland continues to be a priority.

Heritage and Tourism

Heritage and Local Studies are

one of the great strengths of our library service. The culture and memory of the County are held in our local studies collection, ensuring that these precious resources are available for all, both now and into the future. This award winning local studies collection will continue to be an area of focus over the next five years. Given the success of the recent 1916 celebrations, collections relating to the centenaries of the War of Independence and Civil War will be actively developed. The successful History and Heritage summer events programme will be continued whilst exploring other avenues to promote the rich heritage of South Dublin County, building on our close relationships with SDCC



Heritage Officer and County Promotion Unit.

Culture and Community

It is evident from the findings of the online survey that by providing the public with access to a wide range of services such as computer courses, Internet, education and cultural programmes, the library is perceived as a valued community hub. Our branch libraries are regarded as community living rooms for reading, self-learning, cultural enhancement, connecting, communicating, and accessing information and entertainment. We will continue to deliver diverse and inclusive cultural events.

Making it Possible

Implementing this plan and delivering on the strategic programmes will draw heavily on current resources and strengths, and require further support in a number of areas, primarily:



Staff Development



Collection Development



Budget



Capital Programme



Analysis

Mission Statement

To enrich the quality of life in South Dublin County by promoting access to a broad range of knowledge, information, technology, culture and heritage, in a welcoming, inclusive and supportive way.

This Library Development Plan encompasses the strategy and work programmes to support this mission statement over the next five years 2018-2022.



Profile of South Dublin Libraries

Bounded by the River Liffey to the North and the Dublin Mountains to the South, South Dublin County lies 16 kilometres south west of Dublin city centre and has an administrative footprint of 223sq. kilometres.





The County has 9 main villages: Clondalkin, Lucan, Palmerstown, Rathfarnham, Tallaght, Templeogue, Saggart, Rathcoole and Newcastle. South Dublin County is bounded by adjoining counties of Wicklow, Kildare, Dublin City, Fingal and Dun Laoghaire.

South Dublin Libraries are positioned within the Economic, Enterprise and Tourism Department of South Dublin Council, and operate through a network of branch libraries across the County, serving a population of 278,767 (Census 2016). We enjoy excellent working partnerships with other departments within SDCC most notably Social Inclusion, Environment, Community, Tourism and

Promotion, and South Dublin LEO.

The service is staffed by approximately 100 staff, including professional, non-professional and support staff. Currently we continue to recruit in order to reach the projected figures under the Work Force Plan.

Branch Library Network

South Dublin Libraries operate 5 branch libraries, a digital hub library, a part-time library and a mobile library service. The branch libraries are well established at Rathfarnham (Ballyroan), Tallaght (Castletymon and County Library), Clondalkin, and Lucan. These range from



the Carnegie building housing Clondalkin Library to the award-winning modern Ballyroan Library. Ballyroan Library was completely re-built in 2013, as committed to in our Library Development Plan 2012-2016, and now provides a rich spatial experience to users from all parts of the local community.

The building of a modern, purpose-built library will commence shortly in

Profile of South Dublin Libraries (continued)



Castletymon, replacing the former leased building, and be delivered over the course of this plan. Construction on a new library in North Clondalkin will also begin in July providing a state of the art purpose-built community library in an area not currently served by a permanent library service. These new libraries will be an exciting expansion for South Dublin Libraries, greatly enhancing the quality of service and life for the communities they serve.

A library hub is located at the Palmerstown Shopping Centre, and a part-time library is operated in the Stewarts Care facility. The provision of a new service in Palmerstown as outlined in the last Library Development Plan was opened in June 2017, offering

the community a beautifully equipped space to learn, read, enjoy cultural events and avail of digital resources. Palmerstown Digital Hub currently serves a population of 11,216.

South Dublin Libraries' Mobile Library Service visits over 40 public stops across the County, as well as providing regular book drops to schools, crèches, and nursing homes. Three of four vans are wheelchair accessible and all carry a wide range of materials. The Mobile Library Service also facilitates the Home Delivery Service, a valuable resource for those who have difficulty accessing their local library. Under its commitment to literacy development across the county, the mobile library service is

actively engaged in Family Fun in the Park and Fiosracht (a joint project with ITT Dublin, South Dublin Libraries and Foroige), and in the delivery of early literacy development activities in pre-schools and crèches.

All library service points offer RFID Self-Service Machines, successfully introduced since the last Development Plan, a large diverse range of materials to borrow, and computer access with printing, including 3D printing in County Library Tallaght and Ballyroan Library. Free access to internet and Wi-Fi and computers, available across our network, is particularly significant in South Dublin County where 10.6% of residents do not have Internet access and 23.4% do not own



Still bringing joy, learning, sharing, creating and growing to the community.

Online Public Survey



a personal computer (Census 2016). South Dublin Library branches maintain extensive opening hours, with late opening four nights a week and Saturday opening weekly.

Online Resources

Our library website, www.southdublinlibraries.ie, provides access to library resources 24/7. Over the course of the past 5 years since the previous Development Plan, our online resources have been enhanced and enriched. Apart from the options of renewing or ordering materials, the website facilitates access to the online collections such as Zinio (online magazine portal), Borrow Box (for eBooks, audio books and other materials), Source (digitised



local studies material), VisionNet (business database), Universal Class (online courses in a variety of subjects) and much more. An online booking system is also provided for library based activities.

Over the course of this plan the website will be redesigned in order to fully capitalise on its resources and enable easier access to the wealth of information and learning opportunities available there.

Profile of South Dublin Libraries (continued)



The last Five years

There have been many developments in the services provided by South Dublin Libraries since the previous Library Development Plan, which covered the period 2012-2016.

Provision of our library service has been enhanced by the successful implementation of the national library management system, Sierra. Improvement in the area of library collection management has been achieved with the implementation of the national stock management system, CollectionHQ, which makes collection management more patron focused. All library service points offer RFID Self-Service Machines successfully introduced since the last Development Plan.

South Dublin Libraries have always aspired to provide welcoming and democratic library spaces. In June 2013 Ballyroan Library re-opened following a complete re-design

which has given the community a wonderful, future-proofed library facility. In June 2017 the library hub at Palmerstown was opened on a part-time basis, and has already proven very popular with the local community.

Celebrating culture, creativity and the imagination was a key objective for South Dublin Libraries in the previous plan and continues to be a priority for the service today. Under this remit the Red Line Book Festival has gone from strength to strength over the past 8 years. The annual Red Line Book Festival promotes the enjoyment of reading and literature in South Dublin County while at the same time showcasing our library branches and cultural venues, for example Civic Theatre Tallaght, Rua Red Arts Centre, Rathfarnham Castle and more.

South Dublin Libraries play a key role in recording the County's culture and memory

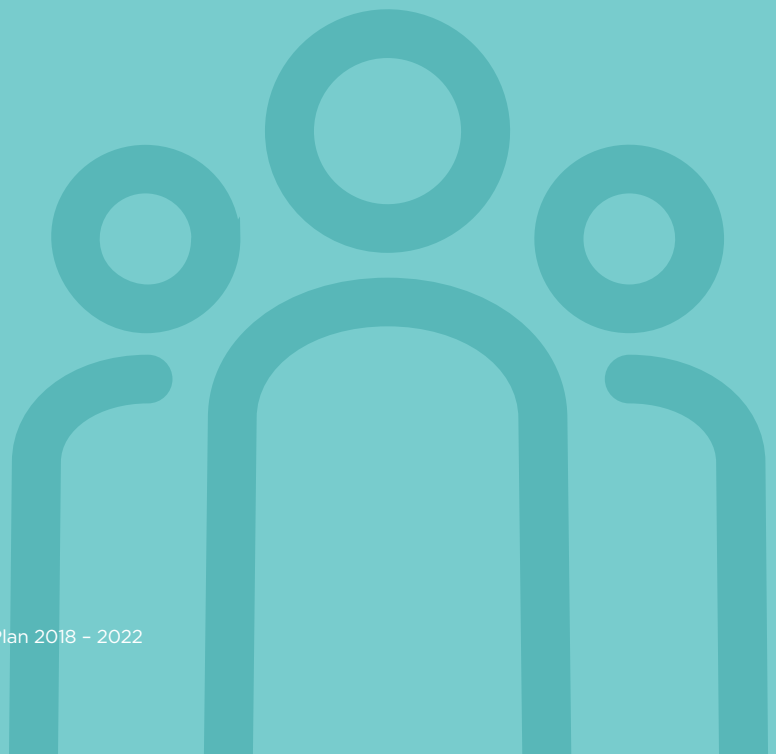
through the work of our Local Studies Team. Over the course of the past six years the team has seen many achievements. It was heavily involved in the successful 1916 Commemorations which took place across the County in 2016. The heritage of the villages of the County has been highlighted in the Historic Walks apps which were developed. The team also made a significant contribution to the wealth of information available at the new interpretative centre at Round Tower, Clondalkin.

The lifting of the embargo on recruitment and the subsequent agreement of a Workforce Plan for South Dublin Libraries has been a significant development since the previous Library Development Plan. Staffing requirements at all grade levels were reviewed and a large number of new staff have been recruited to comply with the Workforce Plan.



The Communities We Serve

As per Census 2016, South Dublin Libraries serve a population of 278,767, representing a 5.1% increase since 2011. There are 92,523 households, of which 11,705 are single parent households. The average age is 35.5 years.





Relevant, dynamic service leading the way in the community.

Online Public Survey



82,115 children aged up to 19 years reside in the County, with 21,733 of these aged 0-4 years, making us a county with a significant young population (29%). However at the other end of the scale we also have an ageing population with 59,472 aged over 55 years (21% of the total population). The fact that we have one of the fastest growing ageing populations of over 65s, alongside a growing young population, has implications related to tailoring services to meet the needs of these users both now and into the future. Furthermore, the population of South Dublin is expected to continue to expand with the proposed development of a new town at Clonburris catering for between 22,000-24,000 people over the next 20 years (LECP 2016-2022). Serving this new town will provide both opportunities and challenges for the proposed new library at North Clondalkin.

South Dublin County is now home to huge ethnic diversity with 120 nationalities and the 5th highest number of non-



Total Population
278,767 (up by
5.1% since 2011)



Children
82,115 (21,733 aged
0-4 years)



Over 55 years
59,472 (21% of
total population)



Households
92,523 (11,705 single
parent families)



12.8% over 15 years of age
with no formal or
primary only education



Fastest Growing Areas
Saggart, Rathcoole
and Tallaght-Springfield



Rate of Unemployment
13.3% county-wide



10.6% of the population do
not have internet access,
23.4% do not have
a personal computer

The Communities We Serve (continued)



Irish national residents in the state (13.2%). The proportion is significantly higher in certain areas, with the figure in Lucan standing at 19.6%. 2,208 members of the travelling community reside in the County, which is the second highest numbers of travellers after Galway.

The rate of unemployment county-wide is 13.3%. However there are four unemployment blackspots in the County: Tallaght-Killinarden (32%); Tallaght-Fettercairn (28%); Clondalkin-Rowlagh (27.2%); Clondalkin-Cappaghmore (32.2%). This corresponds

with the areas of disadvantage identified by the *Rights Platform Advocating for Economic, Social and Cultural Rights* on UN International Eradication of Poverty Day (17 October 2017): Tallaght (Tymon, Millbrook, Avonbeg, Killinarden, Fettercairn) and Clondalkin (Cappaghmore, Moorefield, Rowlagh). This is a demographic that we will continue to reach out to, building on relationships forged with relevant agencies such as the Intreo Offices and the Education and Training Boards, and creating initiatives through our Work Matters and Right to Read support programmes.

With regards to education, 20,772 (11.9%) aged over 15 years of age have either only primary education or no formal education at all. Reading and Literacy is one of the key themes in this Library development Plan, and strongly underpins our commitment to literacy development in the County.

90,816 respondents (aged 3 years and over) have the ability to speak Irish however only 1,240 stated that they speak Irish daily within and outside the education system (Census 2016). Encouraging an appreciation for the Irish

Summary of Library Usage during 2017



44,492
Active Patrons



859,648
Visitors Actual



484,211
Visitors Virtual



**A place where
knowledge,
community and
imagination
unite.**

Online Public Survey



language figures strongly in our cultural programmes for both adults and children, and is supported by participation of all branches in the annual Seachtain na Gaeilge programme.

Significantly for our service, in terms of computer usage/ownership, 10.6% of the population of South Dublin County do not have Internet access and 23.4% do not own a personal computer (Census 2016). In light of this, the availability of, and access to, ICT resources at our libraries is of particular relevance. Given the constant changes in the

area of ICT, these resources must be continually evaluated to ensure that we offer technology that is current and relevant.

Finally, Census 2016 revealed that the fastest growing areas in South Dublin County have been Saggart, Rathcoole and Tallaght-Springfield. Over the next 5 years, these areas will be considered when exploring opportunities to expand the library branch network, taking into account suitability and resources available.



1,160,553
Items Borrowed



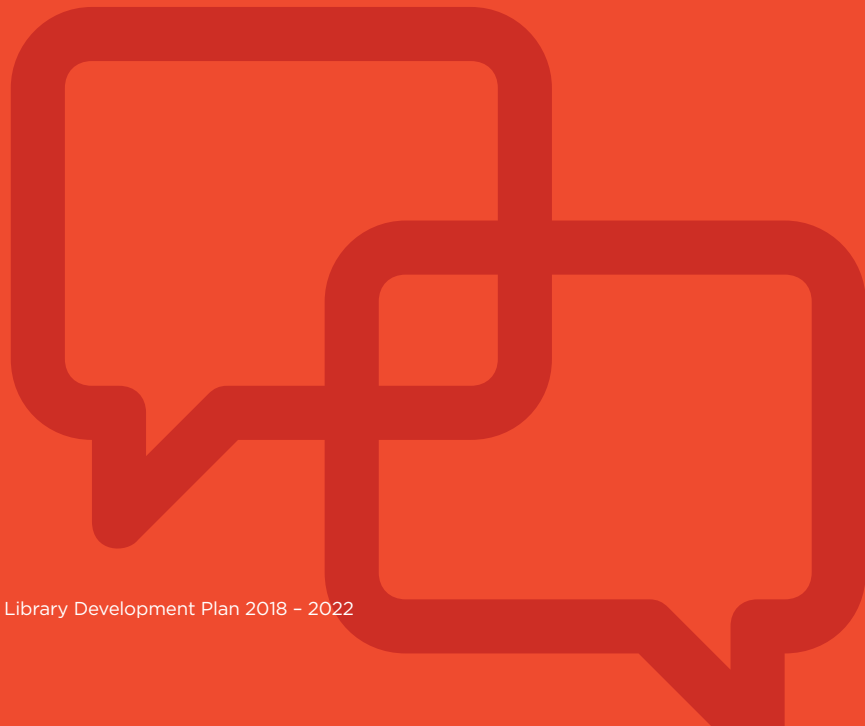
323,252
Internet & Wi-Fi Uses



4,064
Events Hosted

Consultation Process

The preparation of the Library Development Plan required consultation with stakeholders including users and non-users of the service, library staff, other departments within South Dublin County Council, community groups, agencies and the Public Participation Network.



A variety of mechanisms such as public consultation, surveys and focus groups was used. Our approach to facilitating the development of the South Dublin County Library Development Plan was based on the following:

- Strategic Analysis and Assessment of User Needs
- External Environmental Analysis
- Stakeholder Consultation
- Internal Environment Analysis
- SWOT Analysis

Methodology

The specific methods that were used to undertake this consultation included:

- Desk-top Research to review and analyse all relevant policy documents at local and national level. See Appendix 1 for list of references
- PESTLE Analysis Strategic Planning Workshop with key staff in South Dublin County Council to analyse external factors influencing the Library Development Plan over the next 5 years
- Stakeholder engagement with users and non-users through an on-line survey, attracting almost 1,000 responses
- Public Focus Groups at Ballyroan Library, Lucan Library and Rowlagh Women's Group North Clondalkin
- Disability Panel, South Dublin County Council
- Open Forum at County Library Tallaght involving stakeholders, councillors, senior staff of SDCC and members of the public



Consultation Process (continued)

Public Survey

An online public survey was designed to capture the profile of the users of South Dublin Libraries and their overall experience of the library service. The online public survey was posted on all the public access computers across the library network, and on the consultation portal on the SDCC website. It was distributed through the PPN. Printed copies were circulated at all

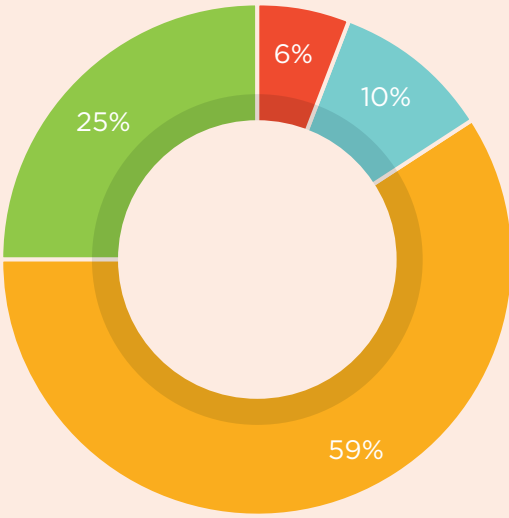
service points, library events, Red Line Book Festival events, and among community groups. Over 1,000 questionnaires were returned and the survey had a wide reach across the county. This was evident in the respondents which came from all parts of South Dublin with the exception of Ronanstown where there were no respondents.



A hub for social inclusion and community engagement.

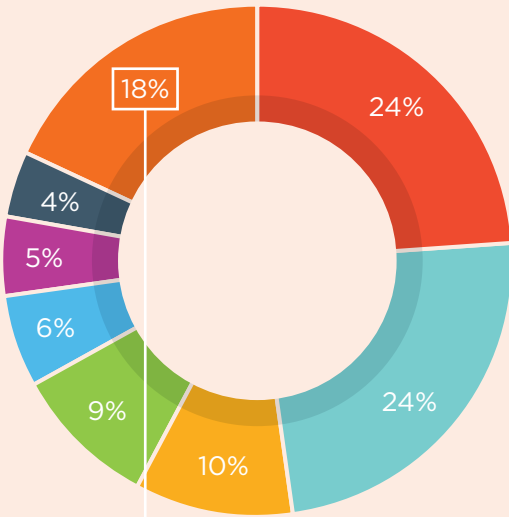
Online Public Survey





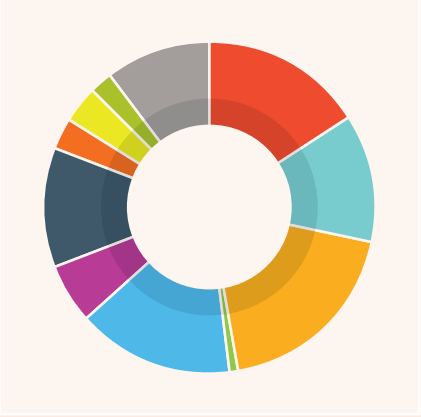
Age Profile of Respondents

- Aged between 12-15
- Aged between 16-22
- Aged between 23-54
- Aged 55+



Residential Area of Respondents

- Tallaght
- Lucan
- Clondalkin
- Rathfarnham
- Knocklyon
- Palmerstown
- Templeogue
- Other



Residential Area of Respondents (Other Breakdown)

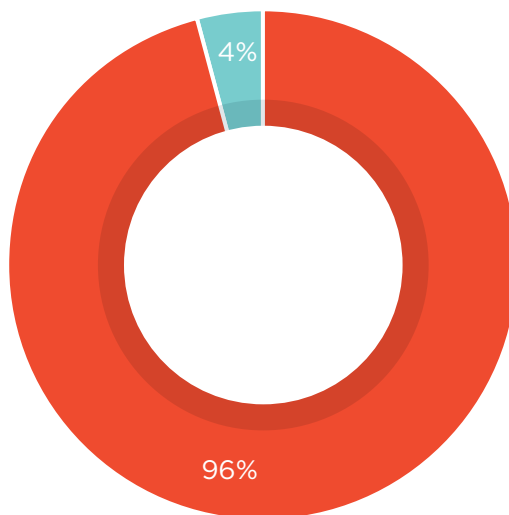
- Adamstown
- Ballyboden
- Ballyroan
- Edmondstown
- Firhouse
- Greenhills
- Jobstown
- Newcastle
- Rathcoole
- Rockbrook
- Saggart

Consultation Process (continued)



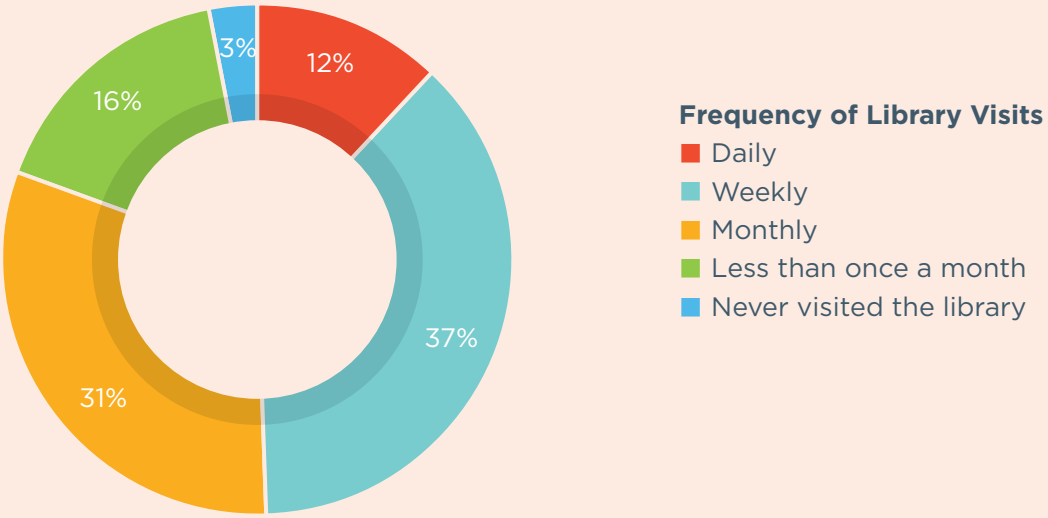
The library benefits community interaction through courses.

Online Public Survey

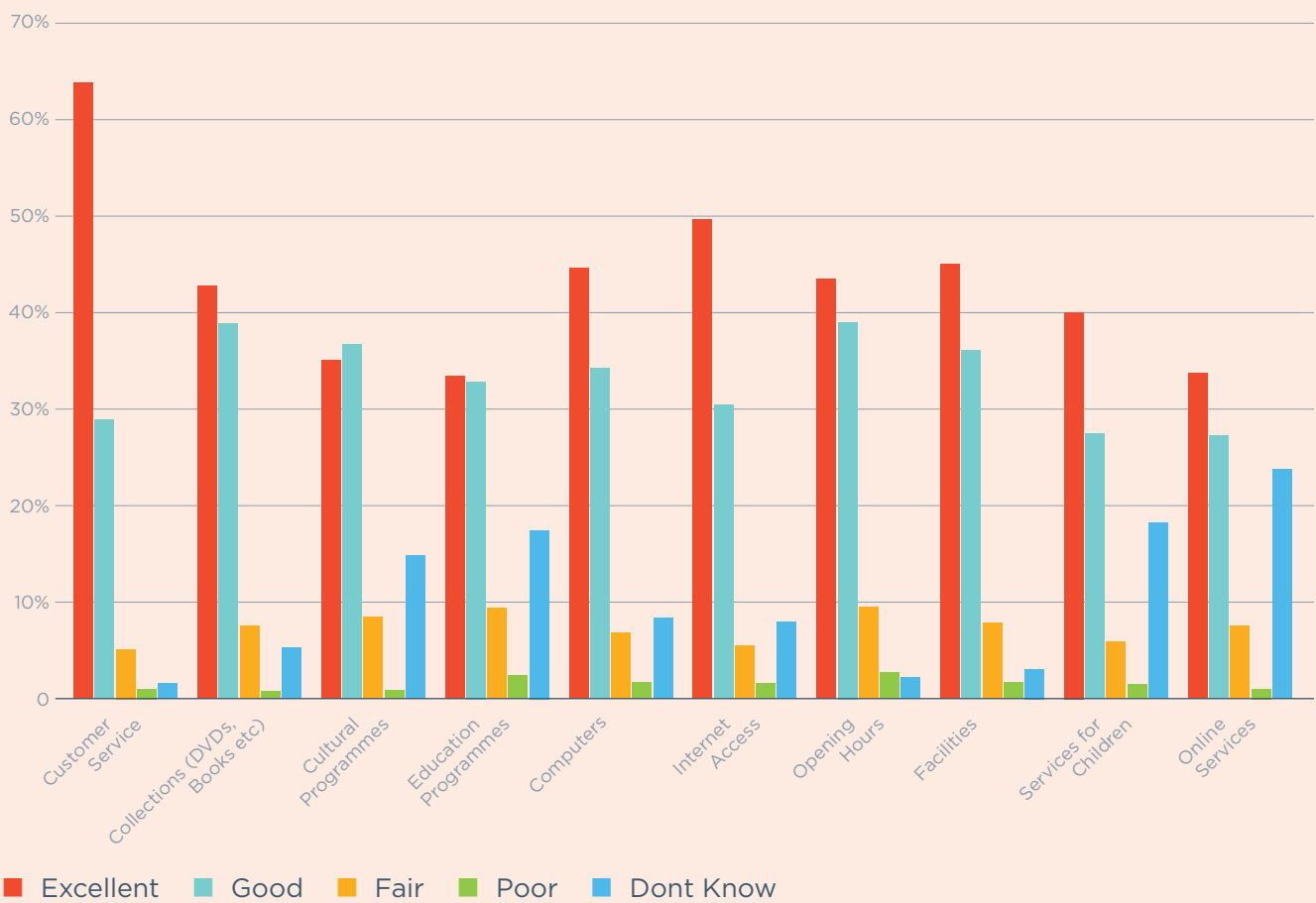


No of People with a Library Card

- With
- Without

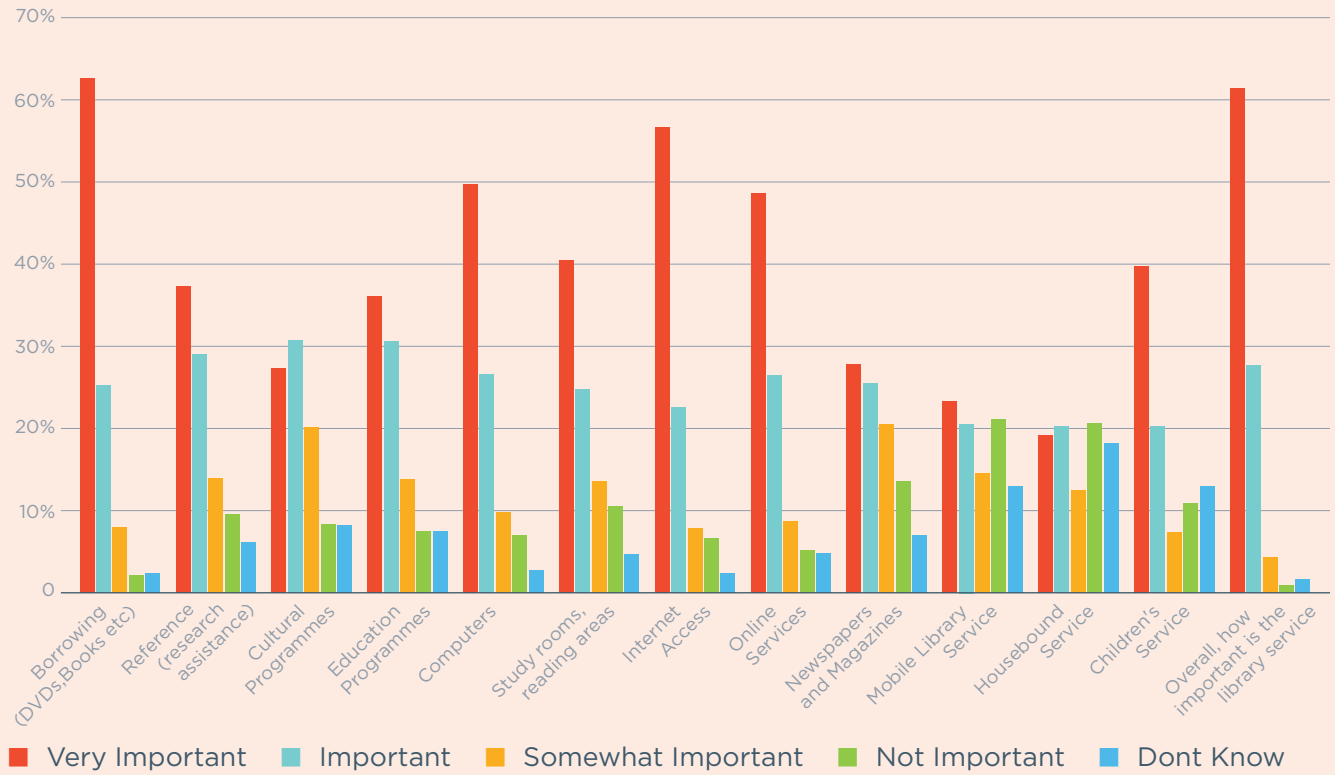


Rating of Library Services

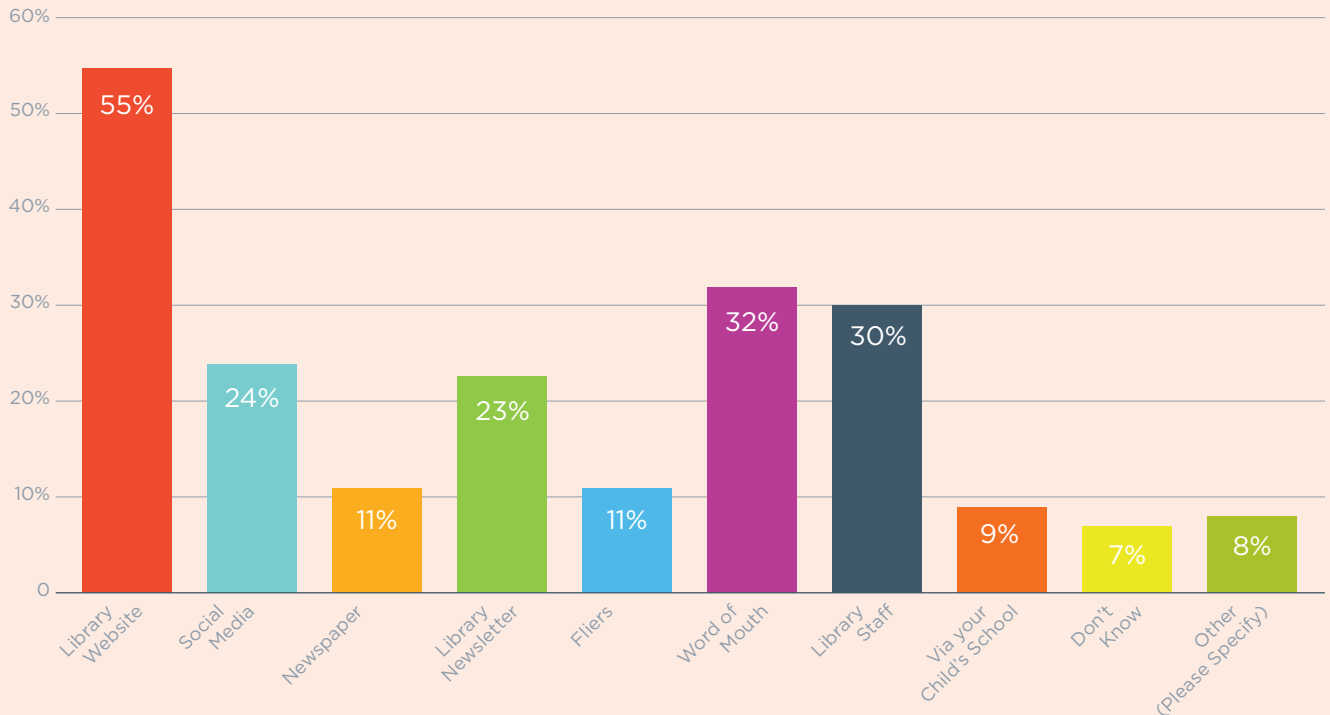


**Consultation Process
(continued)**

Importance of Library Services



How People Find Out About Library Services



The high level of “don’t know” responses across areas such as *On-line Services, Services for Children, Education and Cultural* programmes provide useful insights into a potential lack of awareness or lack of engagement among the respondents of the range of services that the Library provides. Overall, these responses indicate potential areas for improvement in the overall quality of service to achieve a higher score of excellence.

How the library Service benefits the community

The Library Service benefits the community in multiple ways. In addition to providing the public with access to a wide range of services such as computers, Internet, education, cultural programmes and courses, it is also a valued community hub. The library is a local space and meeting place where *“children can come together and learn about different things, for free”*; which provides educational opportunities and *“benefits community interaction through courses”*. It is a valued study and learning environment and



The library allows me to enjoy my passion for books and to pass this onto my child.

Online Public Survey



Consultation Process (continued)

provides “access to knowledge for those who can’t afford to buy books/DVDs etc.” It is considered an “essential cultural and social outlet”. The important role of the library in introducing children to reading was also noted and summed up in the comment that “it allows me to enjoy my passion for books and to pass this onto my child”.

How could the Library Service be improved?

The main recommendations focused on areas such as longer opening hours where people suggested different options such as Sunday opening; opening longer on Saturday; later opening hours and 9am opening. Staff and Customer Service was another area that respondents felt could be improved such as upskilling staff in IT and Technology to support users. Other areas for improvement centred on Wi-Fi/ Internet access, more Children’s Activities, more study areas, desks, reading rooms, new books and books available in different foreign languages.

In summary, the results of the On-line Survey indicate the Library Services are deemed very important to users particularly in the areas of Borrowing Materials, Internet Access, Computers, Online Services, Study Rooms, Children’s Services, Reference, Education and Cultural Programmes. While the quality of the Library Service is considered very good, the survey has pointed to areas

for improvement in Customer Service, Internet Access, Computers, Opening Hours and Collections. The Library Website is a very important platform to access information alongside more traditional formats.



The library provides access to knowledge for those who can’t afford to buy books/ DVDs etc.

Online Public Survey



Public Consultation

In addition to the on-line survey, public consultations were conducted in the form of 3 Focus Groups and one Public Forum to capture how people use the library service, what’s working well, identify areas for improvement and gather feedback on what the public felt would be an important legacy of the next Library Development Plan. The feedback from these consultations is captured below in the form of key strengths, areas for improvement and outcomes for the Library Development Plan. There were many strengths identified during the focus groups and a high level of use of the diverse services that the Library offers.

Range of Collections

The range of collections across DVDs, Audiobooks, Books, Magazines, and Newspapers are an extremely valued part



of the library service. One parent mentioned that that they come to borrow books to improve children's reading and language ability, borrowing up to 15 books for their children every 2 weeks. Other comments related to the value of this free service and how the library is an excellent example of good use of taxpayer's money.

Festivals, Events, and Courses

Access to Festivals, Exhibitions, Talks, Cultural Events, and Readings were considered to be important in terms of reaching different audiences and providing diverse platforms to promote the library service and creating awareness.

Community Hub

The library is also considered as an important Community Hub, providing access to public information through its staff and materials, serving as a meeting place for groups, for *"social networking for over 55s"* and supporting the health and wellbeing of those in the community. An example of the photography society in Ballyroan Library shows the value of the library space to communities.

Space

Access to space to support a diverse range of uses is a key resource whether that is quiet space for reading, study space and safe space for children to read and learn. An example was given of one child who came to their first story-time session in the library and really enjoyed it, listening very well and better than when she reads at home.



Key Challenges

- **Lack of Awareness of the broad range of Library Services**

It was evident during the focus groups that awareness of the wide range of services available through the library could be improved. One participant mentioned that they were not aware that they could place a hold on a title that could be ordered from other libraries. Others were not aware of book clubs for adults and children in Lucan Library.

- **Lack of Awareness of the National Library Card**

This is a service that was not widely known among users. In addition, it was also suggested that a gender neutral junior library card image be created as one parent observed that while

her son loves the library, he didn't feel the library card was "his" card as it has a girl on the front. Recent marketing initiatives such as the Healthy Ireland at your Library is a good example of a promotional campaign that could work to raise awareness of the National Library Card.

- **Quiet Space**

While users place an enormous value on access to space in the library, the issues of noise created by other users, particularly children and teenagers, was having a negative impact on the quality of environment making it difficult to read. One user suggested noise cancelling headphones as a solution while other users emphasised the important role of parents to actively manage their children when they are in the library.

Consultation Process (continued)

- **Joining the Library**

One participant pointed out the potential issue of requiring an email address to join the library as a number of users would not have access to a computer or smartphone. The suggestion of a mobile phone number option was raised given the increase in mobile phone usage in Ireland.

- **Audience/User focussed**

The importance of tailoring the library services to the needs of different user groups to enhance the overall user-experience was raised. This included an assessment of the needs for teenagers to better understand their interests. Other ideas included offering free basic information on computers to older people; larger type or audio books for older people and grouping books according to age groups as parents struggle to choose books for their children.

- **Broaden out the Collections**

To lend CD Players/MP3 Players/USB sticks and make more books available online.



- **Local Community Hub**

Greater use as a hub for local community and targeted promotion such as to active retirement groups who are always looking for things to do. There were suggestions on how to involve the public more and invite ideas on talks, books reviews, community events, reader reviews, offer usage of space to business community and have outside space in the summer where people can brownbag lunch and read a book.

- **Language support**

For non-English speakers and provide support with English language and literacy to

help them to communicate. Ideas such as a language café facilitated by library staff or drop-in café were also suggested.

- **Website and Social Media**

Develop a more user friendly online database search as people are used to using more sophisticated online sites such as Amazon and libraries in universities.

- **Courses**

Explore the potential to develop taster courses for computers/blogging and also look at the opportunity to Video the courses and upload them



on the website to support e-learning/online learning. Also run more day-time activities e.g. 11am/3-4pm.

- Mobile Libraries**
 Use the mobile library service to have a presence at various community festivals and satellite libraries such as one day a week in a community centre staffed by volunteers ensuring some library presence in every area.
- Vision and Mission**
 Greater clarity on the library's core mission and vision, and measurable targets to evaluate impact and success

Legacy And Future

Participants were asked to describe in a short sentence or a set of words, what they would like to see as the legacy of the 2018-2022 Library Development Plan. Many rich and diverse responses were given by people who attended the workshops and included comments such as:



A hub for social inclusion and community engagement.



A place where knowledge, community and imagination unite.



Accepted, utilised and fully informative.



A leading vibrant cultural centres in Dublin.



Relevant, dynamic service leading the way in the community.



Still bringing joy, learning, sharing, creating and growing to the community.



One stop knowledge shop.



Others referred to the importance of supportive staff, literacy groups, children engaged, supportive, and community based, accessible, more user friendly and having quiet rooms and a place for people who need information and knowledge.



Consultation Process (continued)

PESTEL Analysis

Political	Economic	Social
<ul style="list-style-type: none"> • Change of Government = change in policies • Value placed on libraries • Left v Right • Unpredictable + extreme • Change in Dept – Rural + Community Affairs • Local Election 2019 • Activation by Councillors in view of local election • Role of LGMA • Change of Manager/Director • Influence of Community Groups 	<ul style="list-style-type: none"> • Money – funding • Pressure of more pressing concerns i.e housing • Shortage of Capital funding • Economic uncertainty – Brexit • Procurement – shared services 	<ul style="list-style-type: none"> • Change in demographics – population • Cultural Diversity • Homelessness • Pressure on Families • Mental Health etc. • Extent of Range of Users/ Potential Users • Education • Literacy – digital/information/ conventional • Social Exclusion/non-users • Social Policies – gender/cultural • Perception/Promotion • Time poverty • Employment conditions • Response to Changes • Community spaces
Technological	Environmental	Legal
<ul style="list-style-type: none"> • Rapid Expansion in Technology • Progress of CMS • Traditional delivery of services need to change • Open Libraries • Delivering more technological based services: ipads/ smartphones • STEAM • Profiling/Beacon Technology • Digitisation • Staff – less Libraries – extra opening hours 	<ul style="list-style-type: none"> • Impact of new housing on Environment • Library expanding service to reach new estates • New models of libraries • Green Procurement • Use of space within our libraries • Role of tourism – protecting natural heritage • Directives – environmental • Traditional view v pop – New SDZs + obligations • Social/Neutral spaces 	<ul style="list-style-type: none"> • Data Protection • EU Regulation • Garda Vetting • Volunteerism • CCTV • Regulations outside of our control • Issues arising from shared services • Health and Safety – accessibility • Risk Assessment • Requirement for reporting growing • Freedom of Information • Culturalism

Consultation Process (continued)



S.W.O.T Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Excellent Staff • Brand • Inclusive • Community Links • Community Support • Political Goodwill • Good infrastructure • Funding – SD Libraries • Opening Hours and Accessibility • Professional Service • Creative • On-Line service • Embrace change • Collections • Local Studies Department 	<ul style="list-style-type: none"> • Brand – confusion • Communication • Cohesion • Lack of Research/Evaluation/Feedback/Analysis on what we do • Reactionary • More reflection needed • Staff Training • Promotion/Marketing – targeting non users • Geographical Spread • ICT – More do to
Opportunities	Threats
<ul style="list-style-type: none"> • New Building • New Services • Shared Services • Technology/STEAM • Demographics • New staff/new ideas • New partnerships with SDCC Departs. and others • Collaborations • National initiatives • Local identity • Training/Professionalism • Social Media 	<ul style="list-style-type: none"> • Technology • Political Environment/Change • Loss of Identity • Regulations – too much • Google Search • Staff mobility • Public Expectations • Economic Factors • Role of professional library • Changing demographics • Open Libraries



Research Outcomes

The research conducted as part of the consultation process for the Library Development Plan identified a number of themes that should be reflected in the strategic objectives, priorities and development objectives of the plan.



**Relevant,
dynamic service
leading the
way in the
community.**

Online Public Survey



Vision, Mission and Purpose

South Dublin Libraries provide a wide range of services to their community which the public consultation process has shown are widely valued and utilised. However in the course of the consultation process, it has emerged that South Dublin Libraries should have a very clear mission statement outlining its purpose to guide its work, and also to help communicate to the diverse communities that it serves. The plan also provides the opportunity for South Dublin to show leadership in how it is shaping the future of the library service in the 21st C.



Marketing and Promotion

An on-going awareness-raising campaign to promote the Library Services across a range of traditional and on-line platforms with specific areas of focus.



Staff Development

Develop leadership at all levels of the workforce engaging in organisational development to further enhance the contribution of all staff to the Library Service.

Research Outcomes (continued)



Information, Communication and Technology

Explore, exploit and invest in the potential of ICT to improve the overall library service.



Digital Literacy

Development and promotion of informal education and training opportunities in the areas of digital literacy for young people and adults with specific areas of focus.



Quiet Space

Explore ways of creating an environment that respects the needs of all users from the very young to the very old, in order to maintain a quality library experience, particularly in the busier libraries.



Local Studies and Resources

Harness the potential of the huge resources and expertise on Local Studies, cultural heritage and history within the library service to benefit both SDCC and the local community.



Opening Hours

Promote greater awareness of the extent of existing opening hours.



Audience Development

Promotion of inclusive engagement across the community with specific emphasis on the non-user



Measurement and Impact

Development of a process for the collection of standardised statistics and evidence-based reporting to provide more in-depth information on people's experiences and observations of the Library Services.



Key Objectives

Having examined our existing facilities, the demographic profile of the communities we serve, and the findings from the extensive consultation process, six key objectives have been identified.



Objective 1: Reading, Literacy and Digital Literacy

The promotion of reading and the development of literacy is at the core of our library service. Literacy encompasses significantly more than reading and writing. The capacity not just to read but to understand and critically appreciate different forms of communication is a key skill. Literacy empowers us, providing us with the skills to access long term social, educational, health and economic benefits, and placing us firmly on the road to lifelong learning. A free public library service is uniquely placed to support and grow literacy skills and facilitate the discovery of reading, creativity, and innovation.

Libraries play an essential role in nurturing the reading habits of children from a very early age and stimulating imagination and creativity. This includes working very closely with schools and families and also providing innovative programmes to improve and support literacy amongst young people.

Technology influences the way people live their lives and connect and engage with public services. The ability to interact as a digital citizen is an important skill. Hand-in-hand with traditional literacy, the development and promotion of informal education and training opportunities in the area of digital literacy will be a priority of our service.



South Dublin Libraries is committed to strengthening existing networks, supporting local and national strategies, and building on the partnership approach in delivering a systematic literacy support service. Working through the nationally coordinated Right to Read framework for literacy support and development is a priority across the library network.

Actions:

- Appoint a Right to Read co-Ordinator, and compile a Right to read Action plan annually outlining strategy
- Maintain comprehensive and contemporary literacy resource collections in all branches
- Provide regular literacy awareness training for all staff
- Develop and deliver programmes for adult and family literacy
- Provide and promote TTRS (Touch Type Read Spell) facility across the branch network, while investigating other reliable software and apps which support literacy
- Facilitate and promote book clubs in all branches
- Encourage reading for leisure through book displays and promotions
- Organise and facilitate creative writing groups for diverse groups
- Incorporate Plain English Guidelines into promotional materials
- Ensure that our libraries are user-friendly incorporating clear signage, and designed to ensure ease of access to collections
- Continue to adhere to guidelines in pursuance of retention of South Dublin as a Literacy Friendly Council
- Delivery of programmes, from basic to advanced, designed to develop and enhance digital literacy skills, with a particular focus on adult and older users
- Continued development of programmes for young people in the areas of STEM and STEAM
- Network with external organisations to deliver on digital literacy programmes, and to engage in best practice.

Key Objectives (continued)

Objective 2: Marketing and Promotion

Since the previous Library Development Plan, we have witnessed profound changes in how we communicate and advertise our services.

Statistics monitoring social media released by IPSOS MRBI compares social media account ownership and usage in Ireland in the 12 months to April 2017:

- Facebook remains the dominant social media platform at 57%
- Facebook has the largest proportion of its members using it daily (74%)
- Instagram has seen the largest increase from 23% to 28%
- LinkedIn usage is at 28%, an increase of 2% on the previous year
- Twitter account ownership has declined 4% to 25%
- 28% of over 15-year-olds now use Instagram

It was evident from the information gathered during our focus groups that awareness of our wide range of services could be improved. South Dublin Libraries will undertake an on-going awareness-raising campaign to promote library services across a range of traditional and on-line platforms with specific areas of focus on the development of a social media strategy.

Actions:

- Redevelop the existing South Dublin Libraries website to offer customer focussed, interactive, easily accessed and streamlined information
- Develop and implement a social media marketing strategy to advertise, and continuously update the range and extent of services and programmes on offer in South Dublin Libraries
- Appoint a social media committee to progress and monitor our online marketing
- Promote the Libraries Ireland identity and participate in any national marketing strategy working towards the development of a recognisable library brand nationwide
- Redesign the current library membership card to reflect a more contemporary image for both adult and children services
- Monitor and evaluate customer satisfaction through inviting feedback online, a proactive approach from library staff and the use of customer comment cards



Facebook
Most Dominant Platform



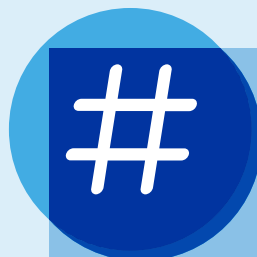
Facebook
Largest Proportion of Daily Users



Instagram
Largest User Increase



LinkedIn
Usage at 28%, up 2% on previous year



Twitter
Account Ownership declined 4% to 25%



Instagram
28% of over 15-year-olds now using Instagram

Objective 3: Information Communication Technology

South Dublin Libraries are continually seeking ways to enhance service delivery, and ICT staff ensure that infrastructure, hardware, software and online services are maintained and developed to the highest standard. To ensure the efficient running of the library management system, Sierra, there is close liaison between our ICT team and counterpart colleagues nationwide. An excellent working relationship continues with the IT Department of SDCC to trouble-shoot any infrastructural issues.

Over the next five years, we will work to provide excellent service with cutting-edge development, future-proofing by investigating the latest ICT developments. Attention to school children is foremost in our plans and continued collaborative participation in projects such as Fiosracht and STEAM projects will be expanded. Providing support and technology such as 3D printers will enhance the expansion of Maker Spaces across the branch network.



Actions:

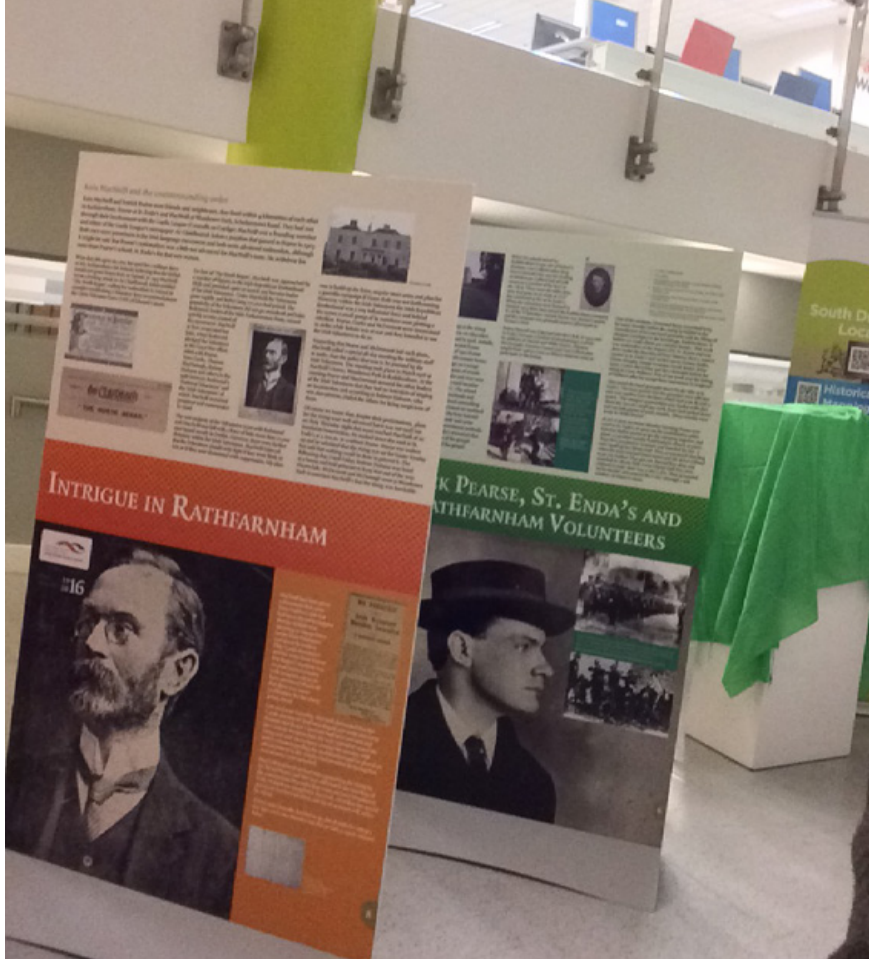
- Re-design of the libraries website, www.southdublinlibraries.ie
- Maintenance of the library management system Sierra, including support to staff and liaison with colleagues nationwide
- Continue liaison with suppliers in regard to hardware, software and infrastructural requirements
- Continue liaison with LGMA on ICT national projects
- Management of the Source project, the digital system housing Local Studies material
- Staff support and training in ICT infrastructure
- Collation of statistics for local and national requirements
- Management of data protection requirements
- Plotting of library patron location across the county using Eircode and GIS Technology to better assist planning and marketing
- Promotion and championing of STEAM activities for children up to 12 years across the branch network
- Develop *Maker Spaces* in branch libraries providing the necessary technology and support

Key Objectives (continued)



Accepted,
utilised and fully
informative.

Online Public Survey



Objective 4: Heritage and Tourism

Heritage and local studies are one of the great strengths of our library service. The culture and memory of the County are held in our Local Studies Collection ensuring that these precious resources are available for all, both now and into the future.

Actions:

- Continue to develop the Local Studies Collection and regularly review the Collection Development Policy
- Add digitised material to Source, our Digital Archive, improving access to the Local studies Collection, preserving rare and valuable materials
- Actively develop collections relating to the Centenaries of the War of Independence and Civil War – sourcing memorabilia, photographs pertaining to this period of our history, and utilise these materials in exhibitions, talks and publications
- Investigate the possibility of further enhancing the award winning South Dublin County Historical Mapping website with additional maps and increased functionality
- Collaborate on joint projects with the Heritage Officer, and provide research support to the County Promotion Unit in the delivery of heritage tourism projects, specifically the historic village walks project
- Ensure that customers receive excellent service by providing training for all staff in local studies resources
- Establish a local studies publications grant scheme, and reprint popular local studies publications
- Promote the Local Studies Collection by continued participation in History and Heritage summer events programme, National Heritage Week, and by hosting high profile exhibitions and lectures
- Strengthen links with schools in the promotion of local studies resources by providing information and resource packs, teaching support materials, exhibition tours, class visits, talks to students
- Support Local History Societies in their activities

Objective 5: Information and Lifelong Learning

Public libraries are uniquely placed to facilitate lifelong learning. A fundamental strength of the South Dublin Library service is providing free access to information, and opportunities for personal progression, facilitating engagement in a lifetime of learning and reading. Increasingly access to business and employment resources and information, as well as health-related resources, has become a priority within our service provision.

Information: Business and Employment Support

In the current climate of economic regrowth, free and easy access to reliable resources for those entering the jobs market, making career moves or progressing a business idea is more necessary than ever. South Dublin Libraries are ideally placed to provide these resources and are a vital source of support. We offer free use of computers, Internet and Wi-Fi, along with free access to the latest tutorial and template packages.

Our website offers a wealth of information and learning opportunities, including business database VisionNet, and access to Irish and International Newspapers online. Other online resources freely available include Universal Class with online courses in many topics including career development, business applications, software programmes and self-improvement. Mango for language learning; Borrow box for eBooks and audio books, as well as Zinio for magazines and periodicals are also freely available. We also list links to relevant organisations.

Collaboration with local agencies is essential in providing the best options for jobseeker and business support. The IE Network enterprise support group meet weekly in the County Library Tallaght, and all our branches participate in the annual South Dublin LEO's Enterprise Week. Having agreed a joint protocol between public libraries and ETBs (Education and Training Boards), we will seek to identify opportunities for ongoing joint ventures.

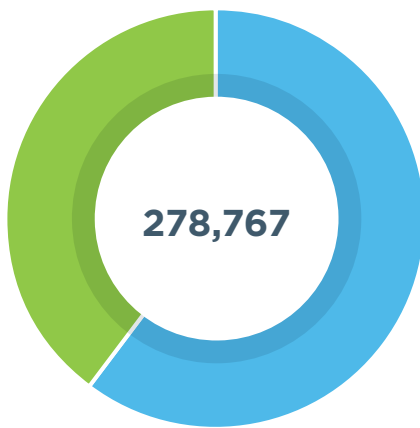
Actions:

- Provide quality support to those seeking employment, career development and business information
- Create and maintain clearly-branded, dedicated Work Matters spaces for hot-desking in all of our libraries
- Our computer facilities, template and tutorial packages, printing (including 3D printing) and scanning facilities will be reviewed and enhanced where required and within budgetary constraints
- Full branch participation in the national *Work Matters in the Library* programme
- Build on the working relationship with South Dublin LEO and other relevant agencies with a view to providing the most appropriate and valuable resources
- Continue our participation in the new joint protocol with the local ETB, creating opportunities for their clients to become familiar with library services



Key Objectives (continued)

South Dublin General Health



■ Very Good (167,663)



Objective 5: Information and Lifelong Learning (continued)

Information: Health and Wellbeing

Over half the population of South Dublin County, 167,663, stated that their general health was Very Good (Census 2016). South Dublin Libraries are already actively participating in the Healthy Ireland initiative and it is hoped that through our resources and events, we can support the health and wellbeing of the population of the County.

Actions:

- Participate in the *Healthy Ireland at your Library* programme to inform the public about health issues and encourage them to make positive changes to their lives
- Establish South Dublin Libraries as a reliable and accessible resource for health information
- Review and augment health related material in various formats placing emphasis on evidence-based materials
- Maintain our library buildings to the highest standard to provide access to comfortable, safe, welcoming spaces for the public
- Fully participate in South Dublin County Council's annual Health and Well-being Week by organising events and disseminating information about this quality programme
- Promote the resources available at the library and online via our website
- Continue to develop partnerships with other agencies in the community and health sector to enhance service delivery and deliver best practice
- Provide opportunities for staff to enhance their own personal wellbeing and resilience

Objective 6: Community and Culture

Community

Our branches are welcoming, safe spaces for people to relax, interact socially, access information, and engage in courses to learn new skills. To quote a respondent to our online public survey: "It [the library] is an essential cultural and social outlet". Based on findings from Census 2016 and our public consultations, we have identified a number of demographics to tailor our services to over the course of this development plan.

Services to Older People

As per Census 2016, South Dublin County has one of the fastest growing populations aged 65 and over.

Recently there has been increased awareness of the negative impact of loneliness and social isolation prevalent in modern society (a Loneliness Taskforce has been established in Ireland comprising people from the community, voluntary and medical fields and co-ordinated by Dr Keith Swanick and Sean Moynihan of ALONE). Our branch libraries can play a part in combatting loneliness and fostering cultural development through the services we offer. Cultural events of a diverse nature afford older members of our communities a chance to come together, in a safe social setting. Active retirement groups and active age groups are especially welcome and encouraged.

All branches actively engage in the annual Bealtaine festival with a programme of events celebrating culture and creativity in older age. Increasingly, our Housebound Service is a valuable resource to those who are unable to access the library in person.

Actions:

- Continually review our services to ensure that a quality, relevant, stimulating library service is available to our senior citizens
- Pursue digital learning opportunities, ensuring classes offered reflect the fast pace of changes in modern technology
- Continue to programme cultural and lifelong learning activities through our programmes
- Fully participate in the annual Bealtaine Festival, and ensure that other themed weeks such as Health and Well Being Week, Seachtain na Gaeilge, and Red Line Book Festival, incorporate age-friendly events
- Foster social interaction by facilitating Book Clubs and Writing Groups
- Ensure our library buildings are accessible and provide welcoming, safe places to visit
- Continue to facilitate and expand our Housebound Service, while promoting our wealth of online resources
- Increase awareness of our library services and events amongst our older citizens through liaison with relevant agencies and community organisations



Objective 6: Community and Culture (continued)

Services to Children and Young People

Census 2016 reported that there are 82,115 young people aged 19 years and under residing in the County, with 21,733 aged 0-4 years. South Dublin Libraries are committed to supporting literacy and learning, and fostering and stimulating imagination and curiosity amongst our young population.

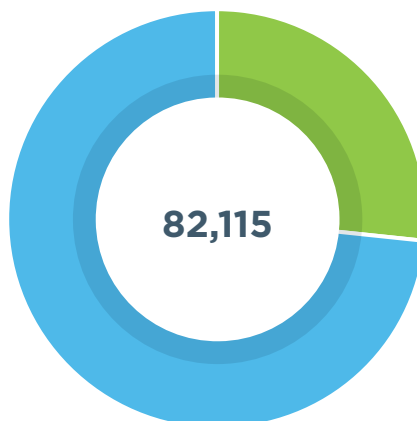
All of our branches have dedicated children's and young adult areas with bright furnishings, study areas, and computer facilities with age-appropriate games and software. Our wide-ranging reading materials include our Children's and Young Adult book club and Classroom Novel collections and graded collections for reluctant readers. Family activities include Storytime and Parent and Toddler sessions. Children's book clubs and creative writing groups are facilitated. STEM and STEAM learning is supported through the provision of Tech Spaces in our branches and an exciting, comprehensive Science Week festival.

Children's Book festival each October offers an exciting range of activities which include visits from writers, storytellers, illustrators and actors, open to all schools in the county. Close relationships between branch libraries and the schools and teachers in their areas are developed and nurtured with class visits regularly scheduled.



Actions:

- Identify and map the location of every primary school in the county to assist in developing strong links with teachers across the county
- Continue to explore opportunities for new programmes and ways of delivery to maximise our resources
- Utilise the resources of the mobile library service to target hard-to-reach communities, with particular resources aimed at pre-schools, crèches, and primary schools
- Maintain our Junior and Young Adult stock, physical and online, to the highest level to provide choice, diversity and relevancy
- Participation of all service points in Spring into Storytime and Summer Star national programmes
- Deliver exciting and innovative programmes of events during Children's Book Festival and Science Week and other themed weeks
- Expand and extend the Creative Campus Programme for second level students to all branches



People Aged 19 & Under in South Dublin

- 0 - 4 Years
- 5 - 19 Years

Objective 6: Community and Culture (continued)

Culture

South Dublin Libraries are a hive of cultural and artistic activity for all ages. Each year, extensive programmes are created providing a place for discussion, learning and fun activities, connecting people together in a sense of culture and inclusiveness. We work closely with our colleagues in the Arts office and our libraries are to the forefront in the delivery of the Creative Ireland Programme 2017 – 2022. Workshop events and proposals from local and national facilitators are sourced and welcomed.

Libraries are ideally placed to bring people together and to welcome individuals and members of South Dublin's diverse ethnic population in celebration of worldwide culture. Multi-cultural storytelling and celebrations in music and drama feature highly in programmes for both children and adults. Over the lifetime of this plan, the exploration and delivery of an appropriate service to those individuals and families living in Direct Provision facilities in South Dublin County will be highlighted.

South Dublin County Council is committed to promoting

and celebrating the national language. Seachtain na Gaeilge, a programme rich in celebration of our national culture and language, takes place annually throughout our branch library network. Clondalkin has been selected to submit an application to the Minister for Culture, Heritage and the Gaeltacht for official recognition as an "Irish Language Network" community. South Dublin Libraries enjoy an excellent working relationship with Aras Chrónáin, the Irish language cultural centre located in Clondalkin.

Library programmes regularly include close liaison with other departments of SDCC such as Social inclusion, Accessibility, Environmental Awareness. ITT Dublin has long been a partner in the delivery of STEAM activities with its participation in Engineers Week and Tech Spaces at our libraries.

Actions:

- Continue to expand and develop the Red Line Book Festival which has become a flagship event, now in its 7th year. Programming events in our network of branches, and other South Dublin venues, including Rua Red Arts centre, and the Civic Theatre, will in turn strengthen the development of a cultural quarter
- Expand and develop the unique role of the library as an important Community Hub, serving as a meeting place for community clubs and groups. Reaching out to non-users will be prioritised
- Deliver festivals, exhibitions, talks, cultural events, and readings reaching out to different audiences and provide diverse platforms to promote the library service
- Host exhibitions, events and learning activities to help to connect with all communities in imaginative and participatory ways
- Support the delivery of the Creative Ireland programme 2017 – 2022
- Full engagement in Seachtain na Gaeilge
- Source Bi-lingual Irish/English events for school groups during this festival
- Strengthen the links and close relationship with Aras Chronáin with a view to joint initiatives
- Develop bilingual library signage
- Encourage library staff to avail of training opportunities in the Irish Language offered by South Dublin County Council, to encourage Irish language development and foster its use
- Include the Irish language in promotional material and publications



The library is an essential cultural and social outlet.

Online Public Survey



Making It Possible

Implementing this plan and delivering on the strategic programmes will draw heavily on current resources and strengths, and require further support in a number of areas.





Staff Development

Staff are the most vital part of our service, and crucial to the implementation of this plan. Our staff are very experienced, diligent and dedicated, albeit aging, supplemented recently by an influx of new young talented staff members.

Actions:

- Endeavour to maintain a full complement of staff in line with the agreed Workforce Plan which will enable us to deliver the objectives identified in this plan
- Utilise the PDP process to enhance and augment existing library services through staff development of skills and interests, particularly in areas such as social media, and education and cultural programmes
- Provide Customer Care training regularly for all staff in order to deliver a consistent, quality service in response to the needs of users
- Ensure that communication with staff is clear and consistent across the library team

Collection development

We provide many services but our unique access to reading materials is essential. Expanding into digital collections and eBooks, as well as maintaining comprehensive collections of quality reading material is vital to our service.

Actions:

- Maintain book stock in addition to ongoing expansion into digital collections and eBooks

- Provide access to a variety of materials as speedily, efficiently and economically as possible
- Continue to work within the National Framework for the supply of book and non-book material
- Utilise Collection HQ data to make informed purchasing decisions
- Develop a collection of popular foreign language material for ethnic minorities

Making it Possible (continued)



Budget

We will continue to secure funding to implement a library service which is central to economic and cultural life.

Actions:

- Throughout the next 5 years revenue and capital budgets will be reviewed to ensure that adequate funding is provided to enable service delivery and to complete identified capital projects.
- Pursue available funding programmes which will supplement delivery and promotion of our strategic goals
- Adhere to procurement guidelines and frameworks, and comply with purchasing procedures

Capital Programme

During the lifetime of this plan, two state of the art community libraries will have been delivered.

Actions:

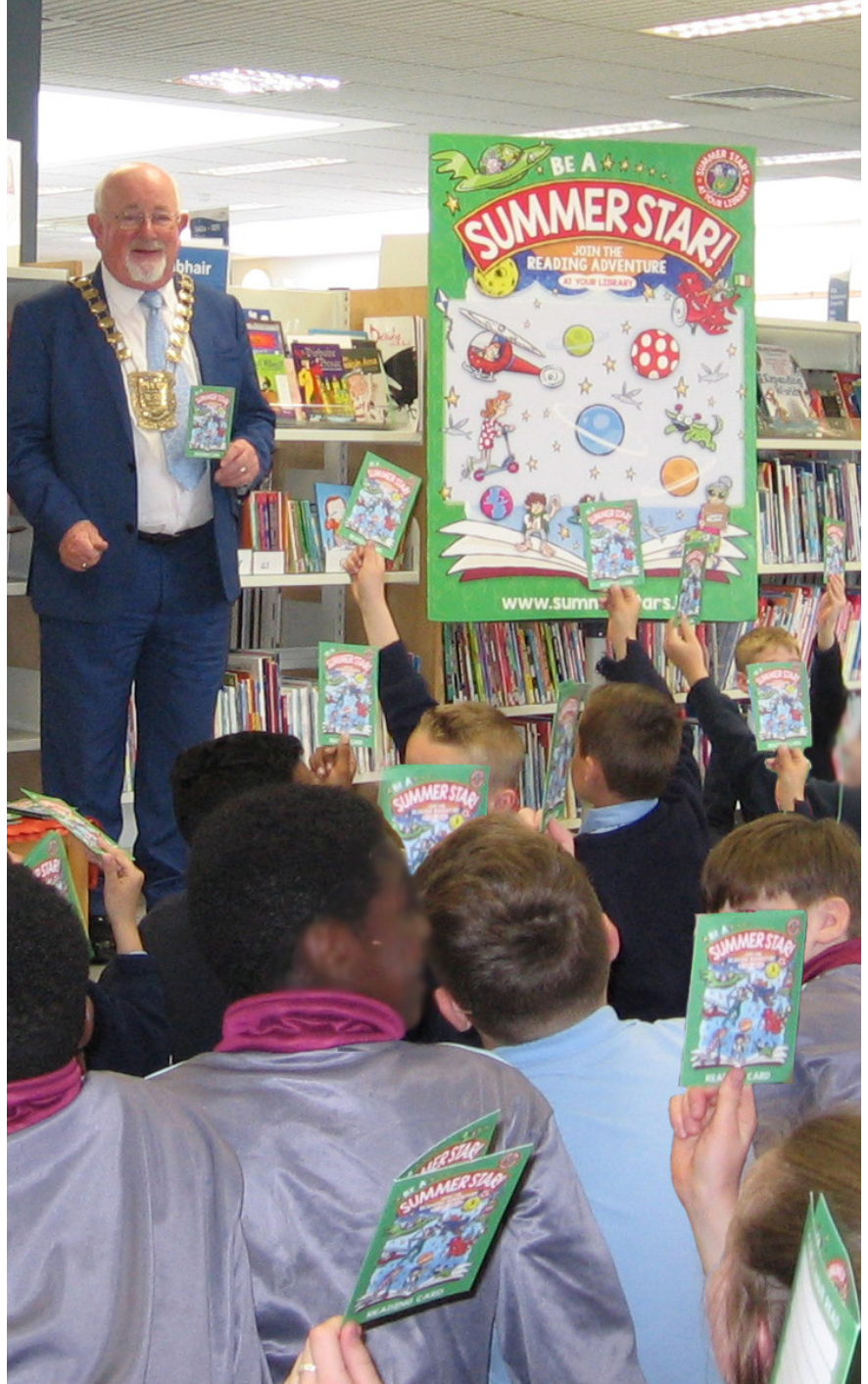
- The community of North Clondalkin will be served for the first time by a purpose-built library in the heart of the community, and will be a valuable amenity for all the people of the area
- Castletymon will see the replacement of the leased library building in a local shopping centre with a new purpose-built library in a central location
- Over the lifetime of this plan we will explore the possibility of regional service points in densely or fast-growing areas of population



Still bringing joy, learning, sharing, creating and growing to the community.

Online Public Survey





Analysis

The public consultation process undertaken for the purposes of producing this plan proved interesting and informative, and has contributed to the formulation and proposed delivery of the plan. Continued consultations with public focus groups over the lifetime of this plan would be a very valuable tool in terms of assessing needs and expectations, as well as providing feedback on current levels of progress and service delivery.

Similarly staff consultations proved to be very worthwhile. Staff were both responsive and appreciative. The process provided an opportunity for brainstorming, and provided some valuable insights into the service specifically from the experience of front line staff.

Actions:

- Consult with individuals and groups to identify service needs
- Meet and consult with all staff periodically
- Redesign the information gathering template from branches recording events, with specific regard to statistics
- Collect statistical information and forward to the LGMA for analysis as requested
- Establish a strategy for the collection and dissemination of qualitative and quantitative data, with the aim of assessing impact and relevance of both long term and short term strategic programmes
- Develop and share models of good practice by collaborating with, and developing networks, as appropriate
- Participate in regional and national forums to share good practice and successful initiatives

Appendix 1 - References





One stop knowledge shop.

Online Public Survey



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- PISA 2012: Results in Focus: What 15-year-olds know and what they can do with what they know. OECD
- Right to Read Campaign 2017 Action Plan Template
- South Dublin Corporate Plan, South Dublin County Council 2015-2019
- South Dublin Local Economic and Community Plan 2016-2022
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- <https://lonelinesstaskforce.com>

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Comhairle Contae
Átha Cliath Theas
South Dublin County Council