

YOUR LIBRARY, YOUR SPACE, YOUR FUTURE.

Waterford City and County Council
Library Development Plan
2017-2022

Contents

Foreword	3
Executive Summary	4
Introduction and methodology	6
What matters to us?	10
What are we going to do?	12
How we are going to do it	18
Our Operating Environment	22
Acknowledgements	33
Appendices	34

Foreword

“Your Library, Your Space, Your Future” is about people and about creating the conditions that allow us to thrive and flourish and strive to be the best that we can be. Waterford City and County Council’s strategic plan for the Library Service acknowledges the changes and challenges that people face on a daily basis and outlines how libraries have a role to play in improving the life for all the people of Waterford by providing quality buildings, facilities and services.

Waterford City and County Council recognises the valuable contribution our Library Services make to the ongoing development of the merged City and County. Our libraries provide a major network of frontline services across the County which provide cultural, learning, researching, educational and social spaces and information. They have a critical role as places for events, exhibitions, talks, seminars and classes as well as being inviting community spaces drawing people in and reaching out with quality programmes and services.

This Library Development Plan is about how Waterford City and County Council Library Service serves our community and the direction we want to take to continue to meet the changing needs of the people of Waterford City and County over the next five years.

Mayor of Waterford City and County Council, Councillor Adam Wyse,

Mr Michael Walsh, Chief Executive, Waterford City and County Council

Executive Summary

The Waterford City and County Council Library Service Development Plan “Your Library, Your Space, Your future “ 2017-2022 is the first Library Development Plan of the new merged authority. As such it is a unique document, encompassing the aspirations of the previous Library Development Plans and striving to create a new library future for Waterford.

Your Library ,Your Space, Your future identifies six themes that we will work within to help create a Library Service that people feel ownership of, feel comfortable in to use as their own and see as a viable part of their future.

These themes include Community, Health & Wellbeing, Education, Culture, Leisure and Economy.

Within each of these themed areas we identify objectives to achieve over the next five years.

Community: With our communities, we want to create a library that is part of everyone’s future. We want to give our communities space to flourish and to be creative, allowing everyone to connect with and become an active part of the area in which they live.

Health and Wellbeing : We are aware of the importance of health as a measure of happiness for the people of Waterford. We want people to use our libraries as places of sanctuary from the everyday, where people can enhance their wellbeing through the enjoyment of quiet space, accessing information or enjoying the company of others.

Education: The Library Service will support the provision of educational opportunities for all members of the community. From early years to third level and beyond we will continue to invest in resources to enable people to enrich their lives.

Culture: Culture is an integral part of all of our lives. From favourite books to local heroes, libraries open up a world of cultural heritage and experiences available to all. Waterford Libraries is proud of our long history of investment in local heritage, our development of innovative spaces for local artists to flourish and our ongoing partnerships with community organisations to create cultural events of significance.

Leisure: Libraries are an important leisure service in our community, providing a wide range of imagination enhancing reading materials, film, games and online resources. Our libraries provide a range of activities including storytelling, teenage writing groups and book clubs for all ages. Libraries offer free access to these leisure resources and spaces.

Economy: We will support our local economy through assisting job seekers, encouraging local entrepreneurs on the first steps to developing their enterprise and developing links with local businesses and business support organisations.

In order to achieve the objective we have set ourselves over the next five years we will need to develop and build on existing strengths within the Library Service ; strong infrastructure, well educated, motivated staff, strong community partnerships and funding commitments from Council.

Waterford Libraries have been a feature of Waterford life for over 100 years. Throughout that time we have developed services for and enjoyed the patronage of the people of Waterford. We hope

that the next five years will build on this strong heritage and that we will develop a Library Service that not only meets the needs of the local population but that is embedded as part of the everyday life of the people of Waterford.

Introduction and methodology

“**Your Library, Your Space, Your Future**” is our new Library Development Plan. It outlines a vision for libraries in Waterford for the next five years. Our Library Service has undergone a great deal of change in the recent past. In 2014, the local authorities of Waterford County Council and Waterford City Council merged to create Waterford City and County Council. This has resulted in the development of a new bigger and better Library Service for the new local authority and which created a branch network with 11 locations and a Library Headquarters.

The merger has given us an opportunity to reach a wide audience and we want the people of Waterford to think of their local library as *their library* and to use the library space to not only enjoy everything in the library but to also use the library as a meeting space and through library-based activities to get to know and become involved in their communities. We want them to use libraries to enrich their lives and the lives of their families. We see our libraries as stepping stones to a brighter and better future for all.

By working together and further developing strong partnerships across the County with community organizations, the Library Service can play a key role in both urban and rural networks. The support and need for the Library Service is evident in our visitor numbers and other statistics.

During 2015, we have welcomed 508,900 visitors to our library branches, loaned 514,062 books, CDs, DVDs, and other items, created and hosted 2,550 events, activities, exhibitions and meetings. We have purchased new materials and set up a more efficient way of circulating stock items throughout our branch network so that every library has more and better materials on an ongoing basis. We hope to build on this throughout the life of the plan.

Our Library Service is expanding. The new branch library at Carrickphierish will be part of a unique campus offering a library, two schools, a sports facility and community spaces. This will create a valuable asset, not only for the people in the local area, but also for the wider community in the City and County.

We are also embracing other technologies like “My Open Library” in branches across our network which will offer extended access to customers to use the library branches outside of opening hours. Other flexible solutions like self- service issue and return of stock, new printing technology, e-books and high speed broadband will continue to open up our services to more people and make access even easier.

This plan is about the work we plan to carry out over the coming five years and the support structures we need to help us achieve the actions we have outlined in our plan. We look forward to creating a library service that you will think of as *your library*, use as *your space* and as a place and service that will enhance *your future*.

Our Vision

We will offer everyone in Waterford access to a Library Service that supports the development of reading, learning, culture, and society as a whole.

Our Values

Our values are at the centre of all that we are and all that we do. Our values have informed the aims and objectives of this Development Plan.

- **Excellence:** We will make sure that everyone who uses our libraries enjoys a high quality service and is treated equally.
- **Professionalism:** We will use our library and information skills to meet the needs of our community and ensuring our staff have the supports required to continue to provide a high quality service.
- **Appreciation:** We will recognise the value of our unique culture and we will work with Heritage and Archives services and our community to preserve and provide access to our rich local heritage.
- **Inspiration:** We will share the joy of reading and helping people to learn in a way that is enjoyable and creative.
- **Accessibility:** We will be open to the diversity and richness of our communities and connect to as broad a range of people as possible
- **Partnership:** We will seek out creative and mutually beneficial partners and work with others to enrich people's lives.
- **Transparency:** We will be open and accountable in all we do.
- **Communication:** We will keep up to date with technology so that we can adapt our services and use technology to create a meaningful library brand that will reach wide audiences.

How we prepared this Plan

Waterford City and County Council Library Service is required, under the Local Government Act 2001, to prepare and adopt a Library Development Plan and programme for the operation and development of the library Service, sections 78 (5) and (6) of the Local Government Act 2001 provide that:

(5) A library authority shall from time to time, or if requested by the Minister, prepare and adopt a programme for the operation and development of its library service (in this section referred to as the “library development programme”)

(6) Every Library development programme prepared by a library authority under subsection (5) shall include -

(a) An outline of the existing library services

(b) The development objectives and priorities for the library service

(c) The measures taken or proposed to be taken to secure those development objectives

(d) The financial or other implications of the library development programme

(e) Such other matters as are considered necessary by the library authority or as the Minister may specify in writing.

Within this context, to prepare the Library Development Plan we consulted with our users and non-users through a survey to find out what they thought of the Library Service and how we could develop and improve. We gave presentations to our Strategic Policy Committee and held a consultative workshop with the full Council. We held meetings with staff to consult them on how they felt the library service should develop over the next five years.

Consultation with the Public

In 2015, a survey of users and non-users was carried out to prepare the Library Development Plan.

The survey was distributed through library branches, information stands in the community, the library and local authority website, library newsletter and the social media outlets of the local authority and Library Service. A total of 313 surveys were returned, 75 online and 238 printed surveys. Almost 40% of respondents reported visiting their library every week. Comments were very positive and a great deal of support for the service evident in the returned surveys.

Presentations to Strategic Policy Committee

Preparation of the plan also involved engagement with the elected members and community representatives through the Housing, Community, Culture, Sports and Recreation Strategic Policy Committee of Waterford City and County Council. Three presentations on the Library Development Plan were given to this committee and comments and recommendations from the councillors and committee members at those meetings were taken into account in the preparation of the plan. A consultative workshop was held with the full Council to garner the views of all of the elected members on the Library Development Plan.

Meetings with Library staff

The process of preparing this Development Plan began in late 2014, with a series of meetings within the Library Service. The existing Library Development Plans of both pre merger Library Services were still in place, but mindful of the need to create a plan for the new service, all staff attended the initial meeting and put forward ideas on how the service should develop. Subsequent smaller group meetings held during 2015 where staff input was collated. Library staff engaged in a SWOT and PESTLE analysis looking at the challenges, strengths and opportunities for the Library Service for the next five years. Additional meetings at branch level also took place to enable all staff members to further engage with the Development Plan process. Staff undertook in-depth examinations of various areas of policy and programme development and produced working documents that informed the writing of this Plan.

The Policy Context

The preparation of this Library Development Plan has been informed by the following policy documents. These policy documents reflect the national, international and local policy framework in which we operate.

Local and Regional

Waterford City and County Council Corporate Plan

<http://www.waterfordcouncil.ie/media/plans-strategies/corporate-plan/Waterford%20City%20and%20County%20Council%20Corporate%20Plan%202014%20-%202019.pdf>

Waterford City and County Council Annual Report 2015- Waterford City and County Council

<http://www.waterfordcouncil.ie/media/plans-strategies/annual-reports/Annual%20Report%202015.pdf>

Children and Young People's Plan 2016-2018 –Children and Young People's Services Committee

http://www.cypsc.ie/_fileupload/Documents/Resources/Waterford/Waterford%20CYPP-2016-2018.pdf

Delivering the Future – Waterford County Council Library Service Development Plan 2009- 2014.

Much more than books – Waterford City Council Library Service Development Plan 2012-2017

https://issuu.com/emagine.ie/docs/wcl_development_plan

Regional Cultural Strategy for the South East – Three Sisters Bid Team 2016- www.threesisters.ie

National

Opportunities for all -Public Library Strategy 2013 – 2017

http://www.lgma.ie/sites/default/files/public_libraries_strategy_2013_2017.pdf

Putting People First -Action programme for effective local government

http://www.housing.gov.ie/sites/default/files/publications/files/putting_people_first.pdf

Culture 2025 - Arts, Heritage, Regional, Rural and Ghaeltacht Affairs

http://www.ahrrga.gov.ie/app/uploads/2016/07/culture_2025_framework_policy_document.pdf

International

Public Libraries 2020

<http://www.publiclibraries2020.eu>

IFLA: Libraries and implementation of the UN 2030 Agenda

<http://www.ifla.org/publications/node/10156>

UK Department for Culture Media and Sport: Libraries Deliver: Ambition for Public Libraries in England 2016-2021

<https://www.gov.uk/government/consultations/libraries-deliver-ambition-for-public-libraries-in-england-2016-2021/libraries-deliver-ambition-for-public-libraries-in-england-2016-2021>

What matters to us?

Our objectives for the next five years are aligned with the national public library objectives as outlined in “Opportunities for All the National Public Library Strategy” and informed by the objectives of the Corporate Plan of Waterford City and County Council.

Our objectives reflect findings recorded during the consultation process - the needs of our users and non-users; the development of our community, locally , regionally and nationally; and the challenges we will face in the future in terms of technology, changing trends and new service development .

They also reflect the things that matter to us – our friends and partners, spreading our message throughout the community and our library spaces. We also want to ensure that our resources are kept up to date, the development of our staff takes priority and that we take advantage of new technologies and innovations.

During the life time of the Plan we will work on the following themes that matter to us:

1. Our Friends - Partnerships with our Community. We will:

- Develop strong links and working relationships with other agencies and groups to build on and improve the lives of our library users through quality resources, events and activities.
- Consolidate partnerships and links across all areas of the community.
- Exploit learning resources and information skills to improve access to life opportunities for the people of Waterford.
- Collaborate creatively with Arts, Archives and Heritage.

2. Making Libraries Matter - Reaching our Community. We will:

- Improve marketing to increase awareness of our services across the community and beyond.
- Capitalise on every available opportunity to bring our libraries to people through events, social and other media.

3. Our Library Spaces - Library Buildings and Infrastructure. We will:

- Create welcoming libraries where all members of the community feel they belong
- Upgrade our existing buildings to provide better customer and staff experience.
- Open a new state of the art library at Carrickpherish.
- Implement customer friendly new technologies including self-service and “My Open Library” system to ensure that our libraries are available when people need them.
- Provide dedicated spaces to enable structured learning to take place in libraries.

4. Books and more - Stock and resources. We will:

- Select the highest quality stock in terms of books, audio visual and online resources to enable a wide range of reading, leisure and learning to take place.
- Continue to develop a local digital strategy in line with national strategies to include photo archives, newspaper holdings and genealogical records.
- Provide easy access to computers, printing and copying facilities.

5. Keeping up to speed- The Virtual Library. We will:

- Develop a virtual library experience accessible to all, with high speed broadband in each branch.
- Embrace new technologies to benefit the customer experience.
- Incorporate new national e-resources as part of our local offering.
- Participate in the national e-book and e-audio book service.

6. Our People - Our Staff. We will:

- Plan training opportunities and allocate resources to allow staff to develop skills and be supported and enabled.
- Regularly review staff skill sets and provide training as necessary.
- Implement local and national workforce plans.

7. What's new - Research and Innovation. We will:

- Identify opportunities to take part in locally based research which relates to the community.
- Participate in national regional and local initiatives which support research and innovation.
- Deliver recommendations from national research projects in a timely manner.
- Prioritise innovative approaches to our use of all resources, staffing, budgets, buildings and library spaces.

What are we going to do?

This Development Plan is based around six overarching themes on which we will base our strategies and actions over the next five years.

These themes are:

1. Community

2. Health and Wellbeing

3. Education

4. Culture

5. Leisure

6. Economy

1. Community

With our communities, we want to create a Library Service that is part of everyone's future. We want to give our communities space to flourish and to be creative, allowing everyone to connect with and become an active part of the area in which they live.

We will continue to build on the Library's role as the public face of Waterford City and County Council. We will:

- Promote the Libraries as a key service working with groups and the community.
- Foster the Library's position as a focal point for community engagement.
- Enable our staff help people to access online Council, Government and other online resources through our library network.

We will constantly adapt and evolve in response to changing community needs. We will:

- Offer flexible library spaces to be used by communities and groups for a wide variety of activities.
- Embed national initiatives such as the National Book Distribution Service and free library membership.
- Market the wide range of online courses and services being made available through the national e-resource and online services.
- Explore the potential of our libraries as venues for other community services such as MABS, Citizens Information and ETWB.

We will offer equal access to our libraries and their collections for all library users. We will:

- Acknowledge the range of needs of our users in the books and other items we buy and supply.

- Promote inclusion for all by making sure our resources are wide ranging and appealing.
- Ensure our libraries, collections and services are physically accessible and available in many formats.

We will develop, run and facilitate a wide ranging programme of events engaging with and nurturing communities and individuals of all ages. We will:

- Focus on our readers and promote the enjoyment of reading through literary events for children and adults.
- Introduce a Festival of Reading.
- Engage in creative, responsive and inclusive programming to encourage as many people as possible to use and enjoy their libraries.
- Continue to promote Local Studies by enhancing stock, developing new resources and making interesting and useful historical archives available through digitisation.
- Develop a strong programme of activities based on the wider European agenda through the Europe Direct Centre.
- Develop our children's services and engage with young people and families.

We will constantly liaise with local groups and communities to learn from them and bring the library service to new audiences and spaces. We will:

- Build meaningful relationships with community groups and other agencies.
- Develop strategic partnerships with key cultural institutions to collaborate on cultural events and programmes.

2. Health and Wellbeing

We are aware of the importance of health as a measure of happiness for the people of Waterford. We want people to use our libraries as places of sanctuary from the everyday, where people can enhance their wellbeing through the enjoyment of quiet space, accessing information or enjoying the company of others.

We will help to promote health and wellbeing and become a trusted place to go for health information. We will:

- Help people to help themselves by providing quality health information.
- Stock up to date books, eResources and magazines on health related topics
- Upskill staff to become confident in recommending quality health information resources to the public.
- Develop health and wellbeing collections including the "Power of Words" and other relevant booklists in larger library branches.

We will provide safe and welcoming community spaces. We will:

- Create safe nurturing spaces where all people feel welcome.

- Participate in the “My Open Library” national programme to allow wider access to our libraries.
- Develop partnerships with community agencies and health providers to develop relevant programmes.

We will ensure our programming is inclusive and reaches all of our community. We will:

- Promote reading as a therapeutic activity.
- Provide reading programmes promoting learning and literacy.
- Provide opportunities for social activity such as reading groups and activity clubs.

3. Education

The Library Service will support the provision of educational opportunities for all members of the community. From early years to third level and beyond we will continue to invest in resources to enable people to enrich their lives.

We will promote early years, primary and post primary learning opportunities. We will:

- Provide well stocked and resourced children’s areas in our libraries.
- Provide a comprehensive Children’s and Schools Service with professional, well trained and experienced staff.
- Continue to develop partnerships with local education agencies such as WIT, Waterford Childcare Committee and Waterford/Wexford ETB.
- Resource and support family learning initiatives.
- Support delivery of schools services through the branch library network and by giving long term loans to classes and schools.
- Support national literacy and numeracy projects and initiatives.
- Actively participate in nationally coordinated events including World Book Day, Summer Reading Challenge and Children’s Book Festival.
- Provide advice and support in the establishment and management of library spaces and collection development within schools.

We will facilitate lifelong learning our libraries. We will:

- Provide quiet study areas in our main library branches.
- Provide access to high quality non- fiction lending and reference materials available locally and nationally.
- Provide access to computers, high speed broadband, internet, WIFI and printing in library branches.
- Provide access to national programmes of online courses and resources through our Library Service website.

- Develop a joint Digital Lending Scheme in conjunction with the Arts Office to allow people to borrow digital equipment in the same way they borrow library resources.

We will make learning interesting, relevant and useful. We will:

- Support people in their everyday learning needs by providing demonstrations, help in practical learning and facilitating classes where relevant.
- Organise talks and seminars on topical issues and subjects relevant to our local communities.
- Engage experts in areas of interest to provide their knowledge and experience at local level.
- Collaborate with the Arts Service to develop a Digital Training Suite allowing users to develop skills in using new digital equipment.

4. Culture

Culture is an integral part of all of our lives. From favourite books to local heroes, libraries open up a world of cultural heritage available to all. Waterford City and County Library Service is proud of our long history of investment in local heritage, our development of innovative spaces for local artists to flourish and our ongoing partnerships with community organisations to create cultural events of significance.

We will make it our business to promote and develop a culture of reading. We will:

- Place reading and reader services at the heart of our library programme delivery.
- Engage a Writer-in-Residence to support reading initiatives and programmes in our libraries.
- Develop a range of reader advisory supports including staff recommendations, promotions, initiatives and introduction of a new brand for our service.
- Annually review our comprehensive collections development policy ensuring our stock collections are of high quality and reflect the national and international publishing scene.
- Ensure that stock selection is carried out by professionally qualified and experienced staff.
- Focus on our readers and promote the enjoyment of reading through literary events, book clubs, author visits, Summer Reading Challenge, Children's Book Festival and the Waterford Writers Weekend.
- Cooperate and work in partnership with local schools, childcare services and adult education services to enhance the experience of reading for all of the community.
- Provide a varied and high quality annual programme of book and author based events for both adults and children throughout our branch network.
- Encourage reader to reader interaction and expand the range of reading groups in our libraries and support those in our communities.

We will continue to protect, support and encourage access to items of local cultural significance. We will:

- Continuing to buy and promote locally published materials and resources in all formats
- Continue to implement our local studies and heritage digitisation programme in partnership with the Archives Department.
- Develop and implement a Local Studies Action Plan.
- Contribute to the development of the Waterford City and County Council Heritage Plan.
- Cooperate regionally on the development of access to regionally significant resources.
- Continue to promote Local Studies by developing new initiatives, clinics, group sessions, exhibitions, talks and seminars and participate in national festivals such as Heritage Week.
- Provide a new digital gateway to online local resources, including photographic collections, historical newspapers and local journals.
- Support the provision and extension of genealogical support services
- Collaborate with tourist bodies to promote library services available to visitors.
- Participate in national festivals such as Heritage Week, Children's Book Festival and Bealtaine.
- Commemorate historical events such as the 1916 Centenary, through a vibrant programme of lectures, exhibitions and workshops
- Develop strategic partnerships with key museums, galleries, archives and other arts and cultural agencies to collaborate on cultural events and programmes bringing the richness of our cultural heritage both to the people of Waterford and visitors.
- Support and promote use of the Irish Language as an intrinsic part of all library programme areas.

We will continue to develop libraries as centres of cultural activity. We will:

- Review and compile an annual programme working locally, regionally and nationally to forge partnerships to ensure that local people have equality of access to cultural resources.
- Engage a Writer-in-Residence to conduct workshops and seminars with people of all ages.
- Encouraging the use of libraries as exhibition spaces for quality exhibitions.
- Develop programmes that support enhanced experiences of different forms of culture including library film seasons, music recitals and community arts programming in partnership with other Cultural providers within the local authority.
- Work with the Age Friendly County initiatives to promote creativity among older people with events such as the month-long Bealtaine Festival
- Engage with the Regional Cultural Strategy to develop programmes with partners across the region.

5. Leisure

Libraries are an important leisure service in our community, providing a wide range of imagination enhancing reading materials, film, games and online resources. Our libraries provide a range of activities including storytelling, teenage writing groups and book clubs for all ages. Libraries offer free access to these leisure resources and spaces.

We will enhance this offering by providing access to leisure resources and opportunities. We will:

- Promote universal free library membership throughout our community.
- Develop a varied programme of activities and events for all ages and interests

We will provide leisure spaces. We will:

- Provide welcoming, relaxing spaces for people of all ages to enjoy
- Encourage the community to use our libraries as venues for meetings, and activities.

We will support reading as a leisure activity. We will:

- Stock our libraries with high quality, up to date stock, both in physical and online formats.
- Continue to develop our staff so they are able to confidently provide recommendations and help for customers to choose reading materials.
- Facilitate and support Book Clubs in all branches.

We will co-operate with local partners to produce high quality events. We will:

- Actively network with and support community organisations who wish to host an event in our spaces.
- Take an active part in local, national and regional festivals and events.

6. Economy

We will support our local economy through assisting job seekers, encouraging local entrepreneurs on the first steps to developing their enterprise and developing links with local businesses and business support organisations.

Our libraries have an important role in supporting enterprise and employment within Waterford City and County. We will:

- Participate in the national pilot project promoting Library Services to Business and Jobseekers.
- Ensure the development of relevant, focused and up to date business resources in our branches.
- Develop a programme of events, exhibitions and other activities in partnership with LEO, INTREO and other agencies.
- Develop an area on our website which highlights business and employment services, and provides supports and information on opportunities for innovators and job seekers.
- Implement the recommendations from the National Business, Enterprise and Employment Pilot Programme.

We will contribute to the region's economic development. We will:

- Promote awareness and use of our business information and business information resources.
- Connect with and develop meaningful and sustainable partnerships with other relevant agencies that support business and innovation.

We will provide spaces that foster creativity and support innovation. We will:

- Offer facilities, equipment, meeting rooms and venues free of charge to the business community.
- Provide high speed broadband/wireless connectivity in all library branches.

We will embark on a renewed focus to support cultural tourism. We will:

- Support the principles of regional development inherent in the Three Sisters Bid and cooperate with libraries and other agencies in the region to develop successful programmes and projects.
- Participate in and support local, regional and national festivals.

How we are going to do it.

In order to achieve the actions set out in this plan we need to have supports in place. These supports range from our buildings and resources to staff development and funding.

Research and Development

We will take every opportunity to participate in national research and development initiatives. In doing this and in engaging with research and development on a local or regional level we contribute to the library service of the future, develop more relevant collections, services and programmes for our users. Over the life time of this Development Plan we aim to implement the following:

- Develop our programming and events in libraries to reflect the interests of our community, working with local, regional and national partners.
- Create a Local Studies Plan to reflect the digitisation programmes, local need for services and to advance initiatives that complement reflect national programmes.
- Create a Health and Wellbeing Plan to help promote a better quality of life across the local authority area.
- Take part in national research and development initiatives such as the Business Enterprise and Employment Services national project.
- Develop our connections across the region, nationally and in Europe, building on the contacts made through the EDIC and through the Three Sisters Bid.

Capital Infrastructure

Our Library buildings are the foundations of our Library service. We have a mixture of heritage, original Carnegie buildings and modern structures that were both purpose built and adapted for use as libraries. We take our responsibility to provide appropriate, inviting spaces for our users seriously and will seek to invest in the infrastructure we have in the following ways over the life of this development plan:

- We will undertake a buildings audit and develop a buildings maintenance programme based on the findings.
- We will undertake a library branch refurbishment audit and develop a refurbishment programme based on the findings.
- We will open the new library at Carrickphierish.
- We will implement Open Libraries for suitable library branches within our network.
- Undertake a study of the requirement for a larger library facility in Tramore and if justified progress possible options.

Collections and Resources

Traditionally, library services have played a strategic role in resourcing and empowering individuals, families and local communities in responding to social, economic and technological change. Central to our Collections Development Policy is the acknowledgement that quality collections of books and other resources fundamentally underpin excellence in customer service. During the lifetime of this Library Development Plan we will ensure that:

- Our Collections Development policy will be continually referred to and updated during the life of the Development Plan.
- We will ensure our stock fund is increased each year in line with national guidelines.
- We will take part in the implementation of new services provided via the National e-resources consortium.
- We will participate in the National Procurement of Library Stock.

Programming and Service Support Resources

The Library Service works in partnership with a wide variety of groups organisations in the City and County. The importance of libraries in creating community cohesion is emphasised in “Opportunities for All”. Our programming of events within Libraries and the supports we provide to outside organisations in the production of other activities is key to how we interact with and help develop our community. During the five years of the Development Plan we will engage in the following actions:

- We will programme events in support of national programmes such as Heritage Week, Children’s Book Festival, Summer Reading Challenge and the Bealtaine Festival.
- We will contribute to the programming of local festivals
- We will manage our events and activities calendar to provide access to activities across the branch network.
- We will develop an evaluation mechanism for all library based and organised events and programming.

Workforce

In line with “Opportunities for All”, training and development of staff is given high priority. “Opportunities for All” recognises the importance of workforce development to Library Service delivery and emphasises the importance of focussed training in both leadership and specialist library related skills. The National Workforce Plan for Libraries will be implemented during the lifetime of this Development Plan and in line with this we expect to:

- Implement the National Workforce plan for Libraries and put in place the recommended staffing structure during the lifetime of this plan.
- Work with the HR department to ensure the filling of all vacancies.
- Staff our library branches with the appropriate level of professional and support personnel.
- Develop a specific training programme based on the needs identified in the Training Needs Assessment and will work with the HR department to allow staff to attend statutory and more general training as available.
- We will implement the PMDS process and encourage staff to identify relevant training and career development needs.

Technology

Libraries meet new technological challenges every day, through helping customers use their latest smart technology or implementing new systems to help the library experience become easier and

more accessible. In order to keep up to date with the technological challenges of the future we will take the following steps during the life of this Development Plan:

- We will continue to implement upgrades to the National Library Management system.
- We will implement RFID on a phased basis throughout the branch network.
- We will carry out a technology audit and upgrade and install new staff and public access computers, printing solutions and WIFI as identified.
- We will implement the technological needs for Open Libraries.
- We will ensure that staff are trained in the use of all new technologies as they are implemented.

Marketing and Communications

Communication of the Library message is a key part of our work. Marketing our services to the community is important so that our community can enjoy all of the advantages of the Library Service, utilise our libraries as true community assets and participate in library based programmes. Over the lifetime of this development plan we will:

- Devise a targeted marketing strategy building on consultation and research carried out in the preparation of this plan.
- Create an easily identifiable Library brand and design a suite of high quality publicity materials
- Participate in national marketing projects and initiatives
- Actively involve the local media when holding events, activities and exhibitions.
- Promote existing and new products and services via the library website, social media outlets and other online presences.

Collaboration and Partnerships

Working in collaboration with our community is very important to us. We actively seek out opportunities to work in partnership with local organisations and community groups. Collaboration with internal colleagues within the local authority is also important to our work. We actively develop partnerships within the Culture grouping of the local authority and in other areas such as Sport, Corporate Affairs and Economic Development. The development of partnerships during the lifetime of the Development Plan includes the following:

- We will develop working relationships with the organisations that are part of the Waterford Public Participation Network.
- We will participate with other regional and national local authorities in the national system of interlibrary authority lending of stock.
- We will work with local festivals and local organisations to develop our cultural programming.
- We will participate in the Heritage Forum and work with the Archivist to develop and implement our Local Studies and Digitisation plan.

- We will work with the Arts Office to deliver collaborative events.
- We will participate in the development of the Regional Cultural Strategy in cooperation with other authorities in the region.
- We will further develop partnerships with the Economic Development unit and LEO to deliver the Business, Enterprise and Employment Service project.

Funding allocation

We will avail of all opportunities to access nationally funded initiatives to help further develop our Library Service. Locally we will work with Council to enhance the Library book fund year on year in order to reach national standards. The yearly budgetary process allows for the development of Capital Programmes so that Library Service infrastructural needs can be addressed.

- During the life of this plan, the book fund will be supplemented to enable the stocking of the new branch at Carrickphierish.
- On an annual basis the book fund will stock 12 locations.
- On an annual basis budgetary justification will be present to council to obtain the increases needed to match the national benchmark.
- Over the life of this Plan we will present to council the need for upgrade of book fund in order to be able to participate fully in the nationwide plans for the circulation of library lending stock.

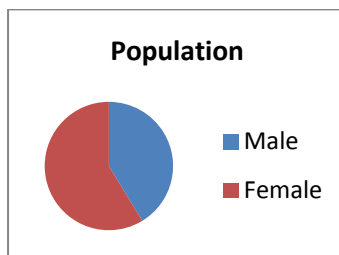
Waterford City and County Council Library Service Operating Environment

Our Community

Waterford City and County Council Local Authority was formed in 2014 with the merger of two neighbouring authorities, Waterford City Council and Waterford County Council.

Waterford covers a land area of 1,835.57km². At 62 persons per km², the population density in Waterford equates to 92.5% of the State average.

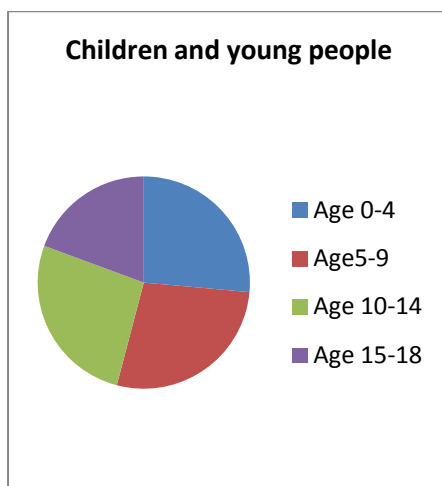
Waterford City and County has a population of 113,795¹ people.



In July 2016 there were 10810 people on the live register in County Waterford.

Children and young people

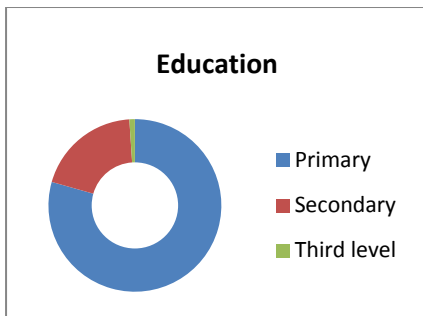
Children under four years of age make up 7.6% of the population, lower than the national average of 7.8%. Children aged 5-12 and 13-17 make up 11.3% and 6.5% of the population respectively, both figures higher than the national average (11% and 6.3%).



¹ CSO Census of Population 2011

Education

Waterford City and County has a total of 77 primary schools, 19 secondary schools, and one third level college.



Language

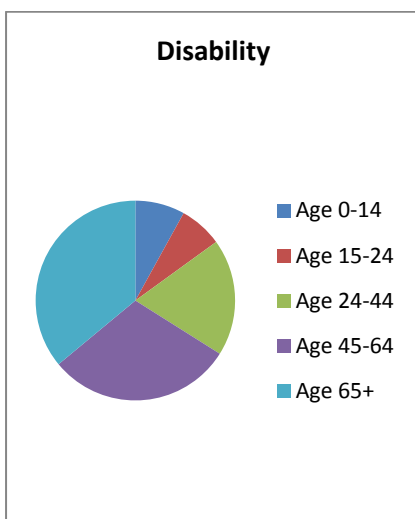
English, Irish, Polish, French and Lithuanian are the main languages spoken in Waterford. Of those who speak a foreign language at home 78.3% also speak English well or very well. The Waterford Gaeltacht has a population of 1,784 people and represents 1.7% of total Gaeltacht population.

Health and wellbeing

In 2016 Waterford was designated a World Health Organisation Healthy City under Phase VI of the European Network of Healthy Cities programme.

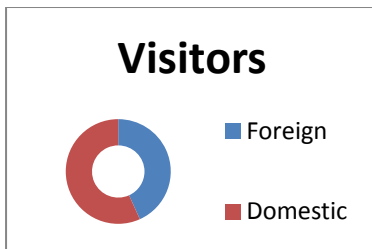
Disability

People with disabilities represent 13.7% of the population.



Tourism

Waterford hosts 76 festivals each year with themes as diverse as writing, hill walking, street theatre, music and food. In 2014 Waterford welcomed 590,000 visitors.



Waterford City was awarded the Purple Flag in 2015.



The Purple Flag accreditation recognises safely managed city centres at night time.



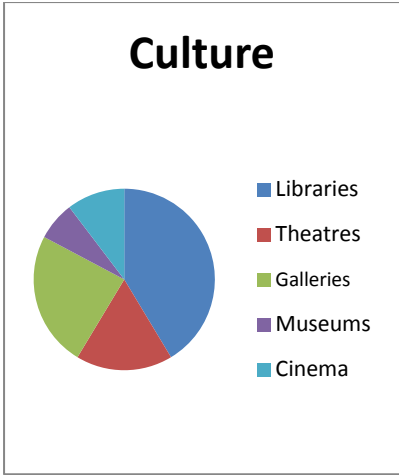
In 2015 Lismore was named Ireland's Best National Small Tourism Town in recognition of the unique tourist appeal of this heritage rich town.

Sport

Waterford has a strong sporting traditions ranging from GAA to golf. Sporting facilities across the county range from tennis clubs to state of the art stadium sporting facilities.

Culture

Waterford has a rich and diverse cultural landscape including traditional music art, writing, craft making, theatre and sport . The formal cultural outlets in the county are focussed mainly in the urban centres of Waterford City and Dungarvan, with library branches in outlying areas providing community focus for cultural activity as well as well used community venues in the more rural locations.



Economy

Waterford is the base for a number of high profile national and international companies operating in the retail, healthcare, bio-pharmacy, pharmaceuticals and shared services and tourism industries.

Internal operating environment

Within Waterford City and County Council the Library Service is part of the Corporate, Arts, HR and IS Directorate and reports to the Director of Services. The City and County Librarian is on the Housing, Community, Culture, Recreation & Sport Strategic Policy Committee, and is the Senior Executive with responsibility for Culture and the Arts.

The Library Service reports to the following meetings and committees:

- Monthly to Plenary Council Meeting
- Quarterly to each District meeting for the Dungarvan Lismore, Comeragh and Metropolitan District areas.
- Bimonthly to the SPC on Housing, Community, Culture, Recreation & Sport.

Library staff contribute to the Heritage Forum, The Age Friendly City Initiative, and the 1916 Commemoration celebrations for Waterford.

Library staff work in partnership with the County Archivist, Heritage Officer and Arts Officers to produce lecture series, digitisation of collections and festival events each year.

Staffing

Waterford City and County Library Service employs 38.6 full time equivalent staff, and we deliver 288.5 hours of library services across the city and county each week.

Grade	Number (Full time equivalents)
City and County Librarian	1
Senior Executive Librarian	2
Executive Librarian	5.6
Assistant Librarian	3.8
Staff officer	2.9
Senior Library Assistant	8
Library Assistant	11.7
Branch Librarian	1.8
Clerical Officer	1.8

Library services need the best in leadership, management and service delivery staff to work effectively with customers, families, organisations and communities. Investment in staff development underpins objectives to guarantee equitable access to services and provide quality support for personal and community development.

Educational attainment is high amongst the staff with 15% of the staff with Level 9 qualifications, and thirteen (29%) staff have library qualifications at Level 8 or above.

Staff engage in a wide range of programmed development each year. These training courses range from health and safety courses to training on policy and procedure, and library specific training programmes.

Support services to the branches are provided from within the network of 11 branch libraries and Library HQ.

Staff at Library HQ are engaged in strategic planning, service administration, finance, procurement and bibliographic services. Other functional areas, including ICT, acquisitions, local studies, children's services, marketing, reader services development and other professional functions are managed and distributed throughout the library network.

Current staff development policies include:

Library branch based training and induction for new staff.

Specialised library training modules and training opportunities for all staff as available.

Mentoring of staff studying for a professional qualification in librarianship.

New working groups comprising staff from across all locations and grades focussing on distinct service delivery areas.

Continuous professional development opportunities reflected in the overall learning culture of the library section.

Training in local authority specific and mandatory training available through the local authority HR department.

Regular reviews of development and training needs through the PMDS process.

Local Authority, Community and National Collaboration and Partnerships.

Existing Services, Service Delivery and Performance

Waterford City and County Council Library Service now has 11 public branches spread throughout Waterford City and County with a centrally located headquarters on the outskirts of Waterford City . Our five larger branches are in areas of significant population – Central Library in Waterford City Centre, Dungarvan Library , Ardkeen Library , and Tramore Library . Lismore and Browns Road libraries serve smaller but significant populations, and we have branches in the villages of Cappoquin, Portlaw, Kilmacthomas, Dunmore East, and Tallow. Carrickphierish Library sits on the northern city boundary and will serve not only the local population but will be developed as a community hub to attract users from the wider city and county population. The administrative Headquarters of the Library service is based in Waterford City.

Library users across the County also now have access to a wider range of stock and online resources, and this has resulted in increased usage. Inter-branch lending is facilitated through a coordinated delivery schedule which ensures timely delivery of stock around the network of branches.

In our first full year of the merged service, 2015, we have issued 508, 432 physical items of stock, and 5,630 e-resources. In 2015, there were 505,203 visits to our branches, 2,550 events and activities were organised and held and 16,063 people were active members of the library service equating to almost 14% of the population.

Opening hours were extended in Tramore and opening hours in Dunmore East were changed to better meet the needs of these communities.

The combined approved budget means that as well as providing value for money, more books and other materials are being circulated through the branch network. The implementation of a new logistics schedule for delivery and collections has seen an increase of deliveries to our larger branches and guaranteed deliveries to each branch in the network each week. The development of the Library HQ as a delivery hub has enabled the smooth circulation of stock throughout the network.

Strategic programming of events and activities on an annual basis across the Library network enables more participation and enjoyment by the community and more effective use of available funding.

Partnerships with local community groups and festivals have been developed. The Library Service has worked to implement and promote a number of initiatives including:

The Towers and Tales Children's Book Festival

Bla Bla Books with Waterford Area Partnership

Snuggle Stories (Books for babies) in partnership with Children and Young People's Services Committee

Waterford Writers Festival in partnership with the Arts Office Waterford City and County Council

Well Festival of Health and Wellbeing in partnership with Waterford Healing Arts Trust and Garter Lane

In addition, the service operates a full programme of events for the year in support of national programmes, for example Seachtain na Gaeilge, Bealtaine, Heritage Week and Children's Book Festival.

The new library branch in Carrickphierish is being developed as a community hub in co-operation with the Sports Partnership, community links and both adjacent schools. A range of activities from sporting to social will be taking place in parallel with the development of the Library services.

Our current virtual library offers access to e- resources (books, magazines and audio) and access to research facilities in genealogy, newspapers and digitised photograph collections. Remote printing is available in the larger library branches.

Outreach services include regular visits to schools, library organised events in external venues, and regular delivery of book selections to schools and nursing homes.

Our Children's and Schools programme delivers a number of high profile children's events each year through the Children's Book Festival and other focused events. The Teachers Resource Collection accessible through the branch network allowing easy access for teachers throughout the county to this well used and valued service.

Our Collections

The community served by Waterford City and County Council is characterized by a large number of connected organizations, a long tradition of interest in arts and culture, and comprised of groups with diverse learning and informational needs.

Analysis of different communities and the prioritization of services around identified needs are essential to selecting materials and developing collections that reflect the broader social, technological and economic contexts in which individuals, families and groups operate. In support of its mission "to preserve and encourage the free expression of ideas essential to an informed citizenry", Waterford City and County Library Service fully endorses and upholds the right of the individual to secure information and materials that enhance learning, civic participation and quality of life. As a whole-of-life service, the Library acquires, organizes and makes available collections for children, young adults, adults and other user demographics and groups with specific needs, helping them reach practical solutions to daily problems and providing creative reading opportunities.

Collections made available in the library are therefore publicly funded interventions to enhance opportunities for all citizens, enabling them to participate socially, culturally, educationally and economically.

Each collection in a location is rated on a scale ranging from poor to very good and this data informs purchasing and stock management priorities. The condition of stock is seen as a core indicator of the quality of lending services overall. Monthly stock management procedures, including use of de-selection criteria such as condition and age of collection items, allows for the overall collection to be currently assessed as being 'good', with improvements required in some identified collections and in some locations.

In the life time of this Development Plan Waterford City and County Library service will seek to deliver the recommended per capita stock expenditure of €3.99 per head of population.

Our use of Technology

In 2016 Waterford City and County Library Service implemented Sierra as part of Phase Two of the national Library Management System project. This system governs how material is catalogued, issued, returned, and requested to and by the public, what services are available and how they are accessed. The implementation of Sierra has involved substantial staff training in the use of the circulation, acquisitions, cataloguing and administration of the system.

The introduction of the national LMS heralds a new era in Library use as the national system will enable library users to request books from other services in the country and to use other services in the country with the universal library membership card.

All Branches with the exception of Dunmore East provide public access PCs, and eight of the eleven provide WIFI. Recently introduced e-services are available either via library PC or WIFI services and most are accessible from home. These services include e-books, e-audio books, online magazines, a wide range of self education learning courses and language learning courses.

In-branch developments in ICT services include the provision of self-service printing, photocopying, and scanning facilities in four branches with public printing facilities available in six branches. These facilities have the added advantage of remote access via the library users' membership card, thus enhancing the printing services available.

Our Library Spaces - Existing infrastructure

Waterford City and County Council Library service has 11 branch libraries and a Library Headquarters.

The building stock is mixed between purpose built and adapted buildings and there are a number of historic buildings, and Central Library, Lismore Library and Tallow Library are Carnegie libraries. Most of the building stock is in reasonable condition; however, the fact that some of library buildings are older and present challenges in terms of upkeep and maintenance.

Branch and Administrative network

Library Headquarters

Library Headquarters is located in the Waterford City and County Council Depot premises in the Northern Extension Industrial Estate on the Old Kilmeaden Road, Waterford City. Acquisitions, cataloguing, material processing, finance, Borrow Books, Reserve Store, special projects and operation management functions are carried out from Library HQ. The office of the City and County Librarian, five full-time and one part-time member of staff are located there. The Reserve Store book store contains approximately 60,000 items in various collections including a valuable Irish Studies Collection. Library Headquarters is the central hub for all stock deliveries and circulation. A library van driver provides a delivery and collection service to every library in the City and County on a daily rotation basis.

Central Library

Central Library is located on Lady Lane in the centre of Waterford City. The original Carnegie Library was opened in 1904 and the foundation stone was laid by Andrew Carnegie in a ceremony in 1903. In 2004 the newly refurbished and extended to 2000 sq metre Central Library opened to the public with a stock of 80,000 items set out over three floors. The library has dedicated reference, children's areas and meeting spaces. The Local Studies Room housing an extensive collection of books, multi media items and microfilm, and extensive computer access is located on the first floor. Central Library won the CILIP Award in 2005. Services in Central Library have been extended to include the Europe Direct Centre for the South East, a comprehensive Business Collection and Index Gallery a popular and constantly booked out gallery space open to all. WI and self-service printing, scanning and fax facilities are available in Central Library. The Schools Service for the east of the County is operated from Central Library. Central Library is fully accessible with automatic entrance doors, lift and accessible toilets. Central Library won the NDA Accessibility Award in 2007. Central Library has a membership of 5238, issued 132819 of items, hosted almost 600 of events and activities had 171037 visitors in 2015. Central Library is open 6 days a week Monday to Saturday, with one late night per

week. It is intended that RFID self service technology will be installed in Central Library within the life of this Development Plan.

Dungarvan Library

Dungarvan Library is located on the ground floor of Cois Mara, a former mill and grain store that was demolished and rebuilt as part of Dungarvan's Urban Renewal Scheme. The library forms the centrepiece of a large residential and commercial development on the quays. The glazed façade allows for maximum visibility into and out of the library and the library has a unique waterside view.

This is largest and busiest library in the west of the county and has led the way in collection development and local studies. The library had 100538 visitors in 2015 and with over 600 m² of floor space has ample room for a children's space, reading and study areas, and a comprehensive collection of lending, reference and valuable Local Studies material. The library is WIFI enabled and has 12 internet access computers. Self service printing and scanning is also available. The library operates the Schools Service for the West of the County and offers outreach services to pre-schools, local hospitals and nursing homes and hosts innumerable art exhibitions and events for both adults and children each year. Dungarvan Library has a membership of 3752, issued 113647 of items, hosted over 700 of events and activities and had 100538 of visitors in 2015.

Dungarvan Library is open five days a week from Tuesday to Saturday and has one late night opening and is open through lunch every day. It is intended that Dungarvan Library will be developed as an Open Library within the lifetime of this Development Plan.

Ardkeen Library

Ardkeen Library opened in 2002 as a response to the rapidly expanding suburban area of Ardkeen on the outskirts of Waterford City. Ardkeen Library is located on the first floor of Ardkeen Shopping Centre and provides an extensive selection of stock, children's area, computer access and WIFI, self service printing and scanning. Ardkeen Library is fully accessible and can be accessed from the ground floor via a lift. Ardkeen Library has a membership of 3705, issued 117582 of items, and hosted 389 events and activities in 2015. Ardkeen had 101863 visitors in 2015. Ardkeen Library is open 6 days a week from Monday to Saturday, with one late night per week.

Tramore Library

Built in 1984 to serve a population of 6,121 this library now serves an urban population in excess of 10,000². Tramore Library has a membership of 2728; issued 71732 items, hosted 278 events and activities had 54891 visitors in 2015.

The building was completely renovated in 2008 following the installation of a new fully accessible lift and external ramp in late 2007 as part of Waterford County Council's Accessibility Implementation Plan. In addition to twelve internet access computers the library has self service photocopying, fax, laminating and printing facilities. Library staff run eight adult and children's reading groups and are active in reading development through author visits and other reading promotion activities.

² Census of Population CSO 2011

The library is used extensively by the local community as a meeting space. The library has a dedicated Teenspace area which was designed in consultation with teenagers through the local Foroige Branch. Tramore Library is open 5 days a week Monday to Friday and has one late night per week.

Lismore Library

Lismore Public Library is a Neo-Tudor style Carnegie Library built in 1910. It is a single story building with a half attic. The interior retains original moulded plaster work and exposed beams. It has been in continuous use as a library since it was first built and is located in fully landscaped grounds. Water ingress due to leaking roof parapets and perished lead flashing caused damage to the internal fabric of the building over the last year. Work to address this will be carried out over the duration of this Development Plan. This building is of significant historical and architectural value. It has 3 public internet access points, 852 members, issued 22613 items of stock, and hosted 224 events and activities in 2015. In 2015 Lismore had 24252 visitors. Lismore Library is opened 5 days a week Monday to Friday.

Browns Road Library

Browns Road Library is a part-time branch located on the outskirts of Waterford City. A small community library, extensively used by the local population, the library was upgraded in 2006 to provide an accessible entrance and toilet facilities. Browns Road Library has a membership of 515, issued 23234 of items, hosted 152 events and activities and had 18861 of visitors in 2015. Browns Road Library is open 3 days a week.

Kilmacthomas Library

This part time branch was first opened in 2003 and was located in the centre of the town on the ground floor of a two storey leased building. In 2013 the library re-opened in the restored, Council owned, former courthouse across the same street and is now the sole occupant of this purpose restoration. Library offers a select range of stock and free internet access. The library is also used as a venue by the local community with evening concerts taking place in the summer months. It is open 3 days a week and has one late night opening. The library has 332 members and issued 8389 items of stock in 2015 to 10197 visitors.

Portlaw Library

The purpose built library in Portlaw was opened in 1988. The unique architectural design has retained its currency and appeal and provides a focal point for the streetscape of the square. The library has both an adult and children's reading group and has close contact with local primary schools. The branch hosts events for the annual Children's book festival and Bealtaine and has a high take up of the free internet access service. Positioned at the heart of the community, the library provides a meeting space for adult learners and a welcoming space for all. It is open 3 days a week and has one late night opening. The library has 368 members and issued 9714 items of stock to 12510 visitors in 2015.

Dunmore East Library

Located in the historic Fisherman's Hall in the Upper Village, Dunmore East Library was opened in 1985. The library space was refurbished in 2008, and again in 2015. Dunmore East Library has a membership of 81, issued 1910 of items, and had 1296 visitors in 2015. The Library is open on Wednesday and Saturday for a total of ten hours per week.

Cappoquin Library

Cappoquin Public Library is a Carnegie Library built in 1911 designed in the Queen Anne Style. It has a large oriel window on the first floor and retains many of its original features. It has a fully accessible entrance, large upstairs exhibition area and 3 public internet access computers. Restoration works were carried out to the exterior yard and roof in 2014/2015, and further works are planned to the interior walls, toilet and staff areas during the duration of this Plan. The location of the library in the centre of the town makes it ideal for use by adults and children. The library has 186 members, issued 4922 items of stock and had 7553 visitors in 2015. It is opened 3 days a week.

Tallow Library

Tallow Library is a single-storey Carnegie Library built in 1910. Restoration work was carried out in 2002. Extensive restoration works are needed to the toilet and staff facilities, the interior walls and heating system. The library has 133 members and issued 1870 items of stock in 2015 and had 2205 visitors. In addition to a children's area the library has 2 internet points and a wealth of community information. Tallow Library is open 2 days a week.

Carrickphierish Library

Carrickphierish Library is situated in the North West Suburbs on the outskirts of Waterford city.

The area the library is built in straddles the city and county and has a wide catchment area.

Carrickphierish Library is part of a unique development, the only library in the country with joint schools and community use sports hall and two schools attached. The campus was completed in August 2015 and Carrickphierish Library opens in late 2016. The library is RFID enabled with two self issue and return points. A substantial area of the ground floor is devoted to children and young people, reflecting the proximity of two primary schools and the young population of the immediate area. The library features a fully equipped audio visual room, suitable for lectures, talks, educational activities and meetings. A community use space is a feature of this library; this space is available for classes, community meetings and children's activities. The library also features a business pod, bookable for quiet small group meetings.

Wifi will be available throughout the library spaces, internet access via fixed PCs and laptops will be available around the building and self service printing will be available on the ground floor.

Funding

Waterford City and County Council Library Service is funded by Waterford City and County Council and a small amount is generated through printing and fines. Grant aid is provided for the Europe Direct Centre.

In 2016 we had ongoing Capital spends on Carrickphierish Library, investment in RFID and the development of Open Library in Dungarvan.

Adopted Revenue Budget	2015	2016
Library Service Operations	2,878,143	2,721,258
Book Fund	195000	425,000*
Total	3073143	3146258

*Includes one off amount of 230,000 for stock of new library at Carrickphierish

Achievements in Library Development

Over the span of the two previous Library Development plans for both the City and County Library Services a significant number of advancements have been achieved:

- Successful merger of the Library Services of both former authorities to form a new service, maintaining the complete branch network.
- Growth in library membership, visitor numbers and stock issues since the merger.

Year	Visitors	Issues	Membership
2014	468497	509915	15095
2015	505203	514062	17896

- Completion of the build of Carrickphierish Campus and stock provision for and furnishing of Carrickphierish Library.
- Implementation of the National Library management System Sierra across all branches.
- Collection Development Policy devised, implemented and stock development in all branches to ensure a cohesive, vibrant collection in each branch.
- Development of IT infrastructure in branches with the implementation of WIFI, new public access PCs or laptops and the implementation of self service printing and scanning solutions in larger branches .
- Successful development of Snuggle Stories an Early Literacy Project in partnership with the CYSPC to give a free pack including library membership and starter books to every child born in Waterford at their 9 month check up, supplying 1700 packs in 2016.
- Successful participation in the pilot Libraries Promoting Business, Enterprise and Employment project with the Waterford Library Service chosen to participate in Phase Two of the project.

Acknowledgements

Waterford City and County Council Library Service would like to thank the following for their assistance in the creation of this development plan:

The Members of Waterford City and County Council

Housing, Community, Culture, Sports and Recreation Strategic Policy Committee Waterford City and County Council

The people of Waterford

The staff Waterford City and County Council Library Service

Maureen Gilbert

Waterford Area Partnership

Three Sisters Bid team

Arts Office Waterford City and County Council

Economic Development Unit Waterford City and County Council

Waterford City and County Child care Committee

Appendix 1

SWOT

The SWOT: strengths, weaknesses, opportunities and threats analysis for this Library Development Plan was created at one of the staff consultation meetings held to prepare the Plan.

Strengths	Weaknesses
<p>Wide ranging infrastructure</p> <p>Professional, friendly, flexible, public service minded staff</p> <p>Strong customer care focus</p> <p>Excellent local history and genealogical research facilities.</p> <p>Good quality stock – up to date and diverse formats.</p> <p>Efficient, good quality Library Management System.</p> <p>Opening hours – Strong</p> <p>Good partnerships with arts, archives and other cultural and community organisations.</p> <p>Good technical developments and support.</p> <p>Proactive in organisation of events and activities.</p>	<p>Inadequate staffing, resources and resource structure to allow for a significant expansion in growth.</p> <p>Inadequate training opportunities in library and information skills for staff.</p> <p>Ongoing revenue charges</p> <p>Inability to attract users as a leisure time attraction</p> <p>Failure to keep in touch with the social development and clearly identify the changing</p> <p>Requirements of users for example: Multicultural factors, New information formats,</p> <p>Lack of marketing,</p> <p>Inadequate funding</p>
Threats	Opportunities
<p>Embargo on staff recruitment and replacement.</p> <p>Cutbacks on bookfund and other resources.</p> <p>Cutback in operations budgets</p> <p>Staffing and development west of County – underdeveloped.</p> <p>Inadequate marketing</p>	<p>Energy and experience gained through planning and managing the upgrading of the existing infrastructure</p> <p>New Library at Carrickphierish</p> <p>Scope for development through participation in programmes under Opportunities for All.</p> <p>The integration of the Library Development Plan with the Corporate Plan will allow the library service to continue and expand on its role as a centre of knowledge and information in the Community through expansion of levels of local information available through the library and by greater integration with other cultural services within the local authority area.</p>

Appendix 2

Pestle

A Pestle analysis i.e. the Political, Economic, Social, Technological, Legal and Environmental factors impacting on the operation of our Library Service was developed at one of the staff consultation meetings.

Political	Economic	Social	Technological	Legal	Environmental
<p>Policy documents Opportunities for All: The public library as a catalyst for economic, social and cultural development-influences the progression of service development</p> <p>Putting People First - Action Programme for Effective and Local Government-involves libraries in delivering aspects of national education, community and economic programmes</p> <p>Managing the Delivery of Effective Library Services-influences the staffing levels of library services</p> <p>Culture 2025-sees libraries as the accessible face of culture and encourages more participation</p>	<p>International Markets influencing Irish economy which filters down to local level budgeting</p> <p>Local and national procurement of goods and services enables best value, discounts and added value services to be obtained.</p> <p>National Free membership impacts on revenue generating ability of the Library service</p> <p>Partnerships with commercial bodies enable the generation of income and benefits in kind</p>	<p>Aging population requires development of specialist services</p> <p>Changing social environment will mean that libraries become more important as a place of social connectedness.</p> <p>The introduction of Open Libraries will enable more use of library branches for longer.</p>	<p>Changing technological environment emphasises the library as a venue for sharing rather than owning resources</p> <p>Advancing technologies enhance the virtual environment of the library space open to all through membership.</p> <p>National Library Management system will enable the country wide use of the library as a national resource.</p>	<p>Freedom of Information act 2014 impacts on how we address requests for information under FOI.</p> <p>Data Protection legislation imposes responsibilities to safeguard the information provided to us by our members.</p> <p>Child protection legislation informs how we train our staff, volunteers and placements to serve children and vulnerable adults in an appropriate way.</p> <p>Procurement regulations inform how we will tender for goods and services.</p>	<p>Unpredictable weather conditions can cause damage to buildings which is beyond our control. Our Internet connection via masts is vulnerable to adverse weather conditions, cutting service during high winds and storms.</p> <p>Green policies adopted by Waterford City and County Council allow for greener solutions to printing.</p> <p>Customer care policies create a safer and healthier environment.</p>

Appendix 3

Printed & Online Survey Combined Results

Printed surveys returned: **238** Online surveys returned: **75**

Total surveys returned: **313**

Q1: Are you a member of the library?

	Total:	(Answered: 309)
Yes	292	94.50%
No	12	3.88%
Lapsed Member – I haven't used the library in a long time	5	1.62%

Q2: Which library / libraries do you use most often?

	Total:	(Answered: 305)
Central Library	88	28.85%
Ardkeen Library	81	26.56%
Brown's Road Library	20	6.56%
Cappoquin Library	15	4.92%
Dungarvan Library	83	27.21%
Dunmore East Library	9	2.95%
Kilmacthomas Library	5	1.64%
Lismore Library	34	11.15%
Portlaw Library	1	0.33%
Tallow Library	7	2.30%
Tramore Library	41	13.44%
Other *(please specify)	1	0.33%

*New Ross

Q3: How often do you use the library?

	Total:	(Answered: 306)
Daily	26	8.50%
Weekly	118	38.56%
Fortnightly	51	16.67%
Monthly	34	11.11%
A few times a year	14	4.58%
Never	0	

Q4: How important are each of the following library services?

	Very Important	Important	Somewhat Important	Not Important	Don't Know	Total Answers
Good quality up-to-date books	181 63.96%	82 28.98%	18 6.36%	1 0.35%	1 0.35%	283
Friendly Staff	202 71.63%	76 26.95%	4 1.42%			282
Internet Access	100 38.02%	61 23.19%	42 15.97%	58 22.05%	2 0.76%	263
Events / Talks	39 15.60%	88 35.20%	74 29.60%	44 17.60%	5 2%	250
Computers, Printers & Photocopying	92 34.46%	76 28.46%	39 14.61%	60 22.47%		267
Childrens' Services	108 43.90%	52 21.14%	22 8.94%	57 23.17%	7 2.85%	246
Help using computers, printers etc.	70 28.23%	69 27.82%	43 17.34%	65 26.21%	1 0.40%	248
Study Rooms/ Reading Areas etc.	55 22.27%	78 31.58%	47 19.03%	66 26.72%	1 0.40%	247
Meeting Rooms	21 9.17%	44 19.21%	61 26.64%	90 39.30%	13 5.68%	229
Online Services (website, catalogue)	86 35.39%	72 29.63%	49 20.16%	33 13.58%	3 1.23%	243
eBooks, eAudiobooks, Online Magazines	50 20.16%	75 30.24%	68 27.42%	51 20.56%	4 1.61%	248
Newspapers & Magazines	75 29.53%	82 32.28%	56 22.05%	38 14.96%	3 1.18%	254
Business Information	26 10.88%	54 22.59%	58 24.27%	94 39.33%	7 2.93%	239
Career & CV Information	38 15.97%	45 18.91%	50 21.01%	95 39.92%	10 4.20%	238
Local Studies / Genealogy Information	53 21.37%	79 31.85%	52 20.97%	57 22.98%	7 2.82%	248
Europe Direct Information & Events	29 11.93%	53 21.81%	73 30.04%	74 30.45%	14 5.76%	243

Q5: How do you typically find out about library events?

	Total:	(Answered: 295)
Email from my library	24	8.14%
Text from my library	46	15.59%
Library Website	38	12.88%
Social Media (library Facebook & Twitter)	14	4.75%
Local Newspaper	69	23.39%
Library Newsletter	21	7.12%
Signs or Flyers in the Library	109	36.95%
Library Staff	87	29.49%
Don't Know	12	4.07%
Other *(please specify)	3	1.02%
Word of Mouth	65	22.03%

*Local media

Q9: What stops you from using the library?

	Total:	(Answered: 55)
Membership Fees	5	9.09%
Library Fines	7	12.73%
I don't read books	1	1.82%
Don't have time to visit the library	15	27.27%
No parking available near my local library	9	16.36%
My local library is difficult to get to	3	5.45%
Other* (please specify)	15	27.27%

*

- Don't have time to read
- Family commitments
- Lack of opening hours

