



Community Development Committee

Business Paper for April 2020

Tuesday, 14 April 2020
Council Chamber, Civic Centre

Councillor Jimmy Cocking
(Chair)

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alicesprings.nt.gov.au

ALICE SPRINGS TOWN COUNCIL
COMMUNITY DEVELOPMENT COMMITTEE AGENDA
FOR THE MEETING TO BE HELD ON TUESDAY 14 April 2020
IN THE COUNCIL CHAMBER, CIVIC CENTRE, ALICE SPRINGS

1. APOLOGIES
2. RESPONSE TO PUBLIC QUESTIONS
3. DISCLOSURE OF INTEREST
4. MINUTES OF THE PREVIOUS MEETING
 - 4.1. [UNCONFIRMED Minutes – Community Development Committee – 16 March 2020](#)
 - 4.2. [Business Arising](#)
5. IDENTIFICATION OF ITEMS FOR DISCUSSION
 - 5.1. [Identification of items for discussion](#)
 - 5.2. [Identification of items to be raised in General Business by Elected Members and Officers](#)
6. DEPUTATIONS

Nil
7. PETITIONS
8. NOTICE OF MOTION
9. REPORTS OF OFFICERS
 - 9.1. [Community Development Directorate Update Report No. 69/20 cd \(A/DCD\)](#)
 - 9.2. [Library Strategic Review Report No. 70/20cd \(MLS\)](#)
 - 9.3. [Reconciliation Action Plan Progress Report Report No. 71/20cd \(A/DCD\)](#)
 - 9.4. [Strategic Youth Framework Report No. 73/20cd \(MLS\)](#)
 - 9.5. [Alice Springs Takeaway Food App Report No. 76/20cd \(MCCD\)](#)
10. REPORTS OF ADVISORY AND EXECUTIVE COMMITTEES
 - 10.1. [UNCONFIRMED Minutes – Seniors Coordinating Committee – 18 March 2020](#)
 - 10.2. [UNCONFIRMED Minutes – ASALC Committee – 24 March 2020](#)
 - 10.3. [UNCONFIRMED Minutes – Tourism, Events & Promotions Committee – 26 March 2020](#)

- 10.4. [UNCONFIRMED Minutes – Public Art Advisory Committee – 1 April 2020](#)
- 10.5. [UNCONFIRMED Minutes – Youth Action Group Committee – 25 March 2020](#)

11. GENERAL BUSINESS

12. NEXT MEETING: **Monday 11 May 2020**

CONFIDENTIAL SECTION

13. APOLOGIES - CONFIDENTIAL

14. DISCLOSURE OF INTEREST - CONFIDENTIAL

15. MINUTES OF THE PREVIOUS MEETING – CONFIDENTIAL

15.1. [UNCONFIRMED CONFIDENTIAL Minutes – Community Development Committee – 16 March 2020](#)

15.2. [Business Arising](#)

16. IDENTIFICATION OF ITEMS FOR DISCUSSION – CONFIDENTIAL

16.1. [Identification of items for discussion](#)

16.2. [Identification of items to be raised in General Business by Elected Members and Officers](#)

17. DEPUTATIONS - CONFIDENTIAL

18. PETITIONS - CONFIDENTIAL

19. NOTICE OF MOTION - CONFIDENTIAL

20. REPORTS OF OFFICERS – CONFIDENTIAL

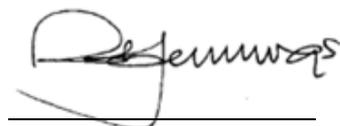
20.1 [Todd Mall Entrance Project Report No. 74/20cd \(MCCD\)](#)

21. REPORTS OF ADVISORY AND EXECUTIVE COMMITTEES – CONFIDENTIAL

22. GENERAL BUSINESS - CONFIDENTIAL

23. MOVING CONFIDENTIAL ITEMS INTO OPEN

24. CLOSURE OF MEETING



Robert Jennings

CHIEF EXECUTIVE OFFICER

8 April 2020

Note: A recording of the Open section of this Community Development Committee meeting can be found on Council's website from the Wednesday after the meeting. Go to: www.alicesprings.nt.gov.au then to Council meetings.

MINUTES OF THE COMMUNITY DEVELOPMENT COMMITTEE MEETING HELD ON MONDAY
16 MARCH 2020, IN THE COUNCIL CHAMBER, CIVIC CENTRE, ALICE SPRINGS

PRESENT: His Worship the Mayor D. Ryan
Councillor G. Auricht
Councillor J. Cocking (Chair)
Councillor E. Melky
Councillor M. Paterson
Councillor J. Price (phone-in)
Councillor C. Satour

OFFICERS: Mr R. Jennings - Chief Executive Officer
Ms S. Taylor - Director Corporate Services
Mr T. Allen - Director Technical Services
Mr S. Duke - Acting Director Community Development
Ms S. Dominguez - Executive Assistant (Minutes)

The meeting was declared open at 6.20 pm

1. APOLOGIES

Councillor M. Banks - Personal Leave
Councillor J. de Brenni - Personal Leave

2. WELCOME TO THE PUBLIC VISITORS AND PUBLIC QUESTION TIME

Nil

3. DISCLOSURE OF INTEREST

Nil

4. MINUTES OF PREVIOUS MEETING

4.1 Minutes – Community Development – 10 February 2020

RESOLVED:

That it be a recommendation to Council

That the minutes of the open section of the Community Development Committee meeting held on 10 February 2020 be taken as read and confirmed as a true and correct record of the proceedings of that meeting.

(6923 cd)
CARRIED

4.2 Business Arising

Nil

2 – CD COMMITTEE – 16/03/20

5. IDENTIFICATION OF ITEMS FOR DISCUSSION

5.1 Identification of items for discussion

The following items were identified for discussion:

9.2, 10.5

5.2 Identification of items to be raised in General Business by Elected Members and Officers

Nil

6. DEPUTATIONS

6.1 John Bermingham - Alice Springs Running and Walking Club

This Agenda item was brought forward and held in the Corporate Services Committee at 5.45 pm.

John Birmingham provided a report on the 2020 Australia Day Fun Run noting the 2020 event attracted 320 participants and thanked Council for its financial and in-kind support for this year's event by way of permit waivers, printing and use of the Andy McNeill room.

John noted:

- it is a zero-landfill event and organisers worked to change habits by encouraging participants to use refillable drink bottles and discouraged the use of single use items.
- this year's event ran at a small deficit due to costs incurred with regard to construction and implementation of a Traffic Management Plan (TMP) and lower participation numbers than previous years assuming from the "long hot summer".
- they may seek further assistance from Council in regard to construction and implementation of the TMP next year.

Councillor Melky noted the great work by the Running and Walking Club and highlighted other potential opportunities for grant funding.

7. PETITIONS

Nil

8. NOTICES OF MOTION

Nil

9. REPORTS OF OFFICERS

9.1 Community Development Directorate Update Report No. 43/20cd (A/DCCS)

This report provides an update of current Community Development projects, programs and events.

RESOLVED:

That it be a recommendation to Council:

That the Community Development Directorate report be received and noted.

(6924 cd)

3 – CD COMMITTEE – 16/03/20

4.1

9.2 Council Tourism Budget Opportunities
Report No. 44/20cd (MCCD)

This report is in regards to opportunities for Council to consider, relating to the Tourism (858) budget, that have emerged since the new year.

RESOLVED:

That it be a recommendation to Council:

That Council provides direction in relation to the amounts, and which initiatives it will provide funding for from the Tourism (858) or Tourism, Events and Promotions (851) budget from the following options.

- A. Partner with Tourism NT's Activate Alice Springs CBD program (\$10,000 ex GST).**
- B. Sponsorship proposal from Brindle Films for the MaveriX TV series (\$50,000 ex GST).**
- C. Sponsorship proposal from the Alice Springs Chamber of Commerce for the 2020 Customer Services Awards (\$5,000 ex GST).**

(6925 cd)

Councillor Melky raised the COVID-19 pandemic and enquired what the potential impact would be on to these requests.

Mayor Ryan provided responses in regard to **A. Tourism NT's Activate Alice Springs CBD program:** noting this was to encourage activation of the Alice Springs CBD and assist local business in the mall in the wake of the impact of national bushfires and coronavirus outbreak (COVID 19), **B. MaveriX TV series:** Mayor Ryan noted was a proposal for the making of a show that could ensure longevity and assist with creating community interest, and **C.** noted his support of a \$5,500 Gold sponsorship.

Deputy Mayor Paterson provided support for all three proposals to be funded from Tourism budget line 858.

The Chief Executive Officer noted **A.** was related to a larger \$2M Tourism stimulus package in response to the national bushfires and coronavirus outbreak and there was additional work being done to determine how Council can best support Tourism.

Deputy Mayor Paterson enquired if there a disclaimer in place for Council to recover these funds in the circumstance projects didn't proceed due to the coronavirus outbreak. The Chief Executive Officer advised that council can write such a condition into the contract.

Mayor Ryan left the Chamber at 6:26pm

Mayor Ryan returned to the Chamber at 6:30pm

Action:

Acting Director Community Development to seek further information on proposals B and C in regard to potential cancellations due to the coronavirus outbreak and provide this to the Elected Members prior to the Ordinary Council meeting.

4 – CD COMMITTEE – 16/03/20

4.1

10. REPORTS OF ADVISORY COMMITTEES

10.1 Minutes - Seniors Coordinating Committee - 19 February 2020

RESOLVED:

That it be a recommendation to Council:

That the minutes from the Seniors Coordinating Committee held 19 February 2020 be received and noted.

(6926 cd)

10.2 Minutes - Australia Day Coordinating Committee - 20 February 2020

RESOLVED:

That it be a recommendation to Council:

That the minutes from the Australia Day Coordinating Committee held 20 February 2020 be received and noted.

(6927 cd)

10.3 Minutes - Tourism, Events and Promotions Committee - 27 February 2020

RESOLVED:

That it be a recommendation to Council:

That the minutes from the Tourism, Events and Promotions Committee held 27 February 2020 be received and noted.

(6928 cd)

10.3.1 Sponsorship Application - Rapid Ascent (Item 6.1)

An application was received from Rapid Ascent requesting financial sponsorship of \$5,000 (excluding GST) for the Redback MTB Stage Race on 20 to 23 August 2020 and Run Larapinta Stage Race on 26 to 29 August 2020. Both events attract visitation and yield to Alice Springs even outside the published event dates.

The Committee discussed the application and agreed to support the request.

RESOLVED:

That it be a recommendation to Council:

That Council support the application from Rapid Ascent to the value of \$5,000 (excluding GST) for the Redback MTB Stage Race on 20 to 23 August 2020 and Run Larapinta Stage Race on 26 to 29 August 2020.

(6929 cd)

10.3.2 Sponsorship Application - MaveriX TV Series (Item 6.3)

The Committee discussed the application and agreed that MaveriX is a project of a size and scale outside the scope of the Tourism, Events and Promotions Committee budget.

The Committee recognises the merit of the project and recommends that Council further considers the project.

5 – CD COMMITTEE – 16/03/20

4.1

RESOLVED:

That it be a recommendation to Council:

That the Tourism, Events and Promotions Committee supports the application for the MaveriX TV series in principle, however due to the amount of the sponsorship request seeks Council direction relating to whether Tourism (858) or Tourism, Events and Promotions (851) budget is used and to what amount.

(6930 cd)

10.4 Minutes - Youth Action Group Committee - 4 March 2020

RESOLVED:

That it be a recommendation to Council:

That the minutes from the Youth Action Group Committee held 4 March 2020 be received and noted.

(6931 cd)

10.5 Minutes - Public Art Advisory Committee - 11 March 2020

RESOLVED:

That it be a recommendation to Council:

That the minutes from the Public Art Advisory Committee held 11 March 2020 be received and noted.

(6932 cd)

10.5.1 Public Art Master Plan (Item 4.2)

Manager Community and Cultural Development advised the Committee that the Public Art Masterplan 2020-3030 has been updated by the consultants after meeting with PAAC in late 2019. The revised version has been circulated to the Committee.

The Committee requested the following changes:

- *Remove reference to Alice Springs News under agencies*
- *Move Northern Territory Government, and add Commonwealth Government, to top of Future Partners*
- *Include Alice Springs Art Foundation and Alice Springs Art Society as Future Partners*
- *Change wording under Strategies to: Consider the environmental impacts of all public art, as per Council's Climate Action Plan, Strategic Plan, Municipal Plan and any other action plans.*
- *Update wording under Support and Resources to: Public art can be sited in an interior or exterior location with the priority being to site works in areas of public access.*
- *Remove specific committees listed under Support and Resources.*

Mayor Ryan informed the Committee that he does not support the current wording of the Public Art Policy, especially regarding the 'a target of 2% per project must be allocated to public art' reference, with its potential impact on Council's budget. Mayor Ryan also questioned that Council Officers don't bring capital works to Council with an allocation for public art, and the impact of this on budgets.

6 – CD COMMITTEE – 16/03/20

4.1

Manager Community and Cultural Development informed the Committee that the references to a 2% target in the Masterplan were directly taken from the Public Art Policy, endorsed by Council in November 2019. The Committee discussed the ‘target of 2% per project must be allocated to public art’ phrase, and sought clarity on how public art budgets were allocated through the Technical Services Department.

Manager Technical Services explained to the Committee that they have specific budgets for works projects, and that unexpected extra costs can come up, which doesn’t always allow for a public art component. Acting Director Community Development said in future, the Technical Services Department could provide a list of applicable capital works projects for public art, as per the policy, for Elected Members to consider when setting the 2020/21 and future budgets.

Steve Anderson and Councillor Banks discussed the importance of integrating public art at the start and original designs of works projects, and factoring public art into the budget, not as a last-minute consideration.

The Chair initiated a vote on whether to suggest changes to the Public Art Policy. The majority of the Committee elected to not make any changes.

RESOLVED:

That it be a recommendation to Council:

That the draft Public Art Masterplan is approved by Council, with the changes discussed at the 11 March 2020 Public Art Advisory Committee meeting applied to the document.

(6933 cd)

Mayor Ryan noted his concern in regard to the phrase “a target of 2% must be allocated” throughout the document and sought a guarantee from the Director Technical Services that this could be achieved on all projects if the Masterplan is approved by Council. Mayor Ryan suggested the policy be revised if this could not be guaranteed. The Director Technical Services could not provide a guarantee and noted adjustments would need to be made for each project in either quarantining 2% of the estimate or seeking an additional 2% from Council for all eligible capital works.

Mayor Ryan noted in the *Public Art Masterplan*, on page 12 of the document, the phrase “a **target** of 2% per project **must** be allocated to public art” highlighting the difference between the plan and policy. Councillor Melky supported changing the phrase to reflect the words “up to 2%”.

The Chief Executive Officer reported the original intent was to have a “target of 2%” and suggested some clarity and consistency in both documents were required.

Action:

Acting Director Community Development to review both documents to ensure consistency and provide clarity on the decision-making process for Council (including decisions in regard to exclusions).

7 – CD COMMITTEE – 16/03/20

10.5.2 Todd Mall Entrance EOI (Item 4.3)

Sue Dugdale and Associates have provided tender documents for the Todd Mall Entrance sign. Miriam Wallace gave a brief overview of the documents. Council will oversee the tender process for this project. Manager Technical Services explained to the Committee that as the project is under \$100,000, multiple quotes will be directly sought from contractors to complete the work.

The Committee proceeded to vote on the project. Miriam Wallace raised that she had a conflict of interest. The Chair advised Miriam to abstain from the vote.

Miriam Wallace abstained from the vote.

RESOLVED:

That it be a recommendation to Council:

That the Todd Mall Entrance project goes ahead through a quotation process.

(6934 cd)

11. GENERAL BUSINESS

Nil

12. NEXT MEETING: **Tuesday 14 April 2020**

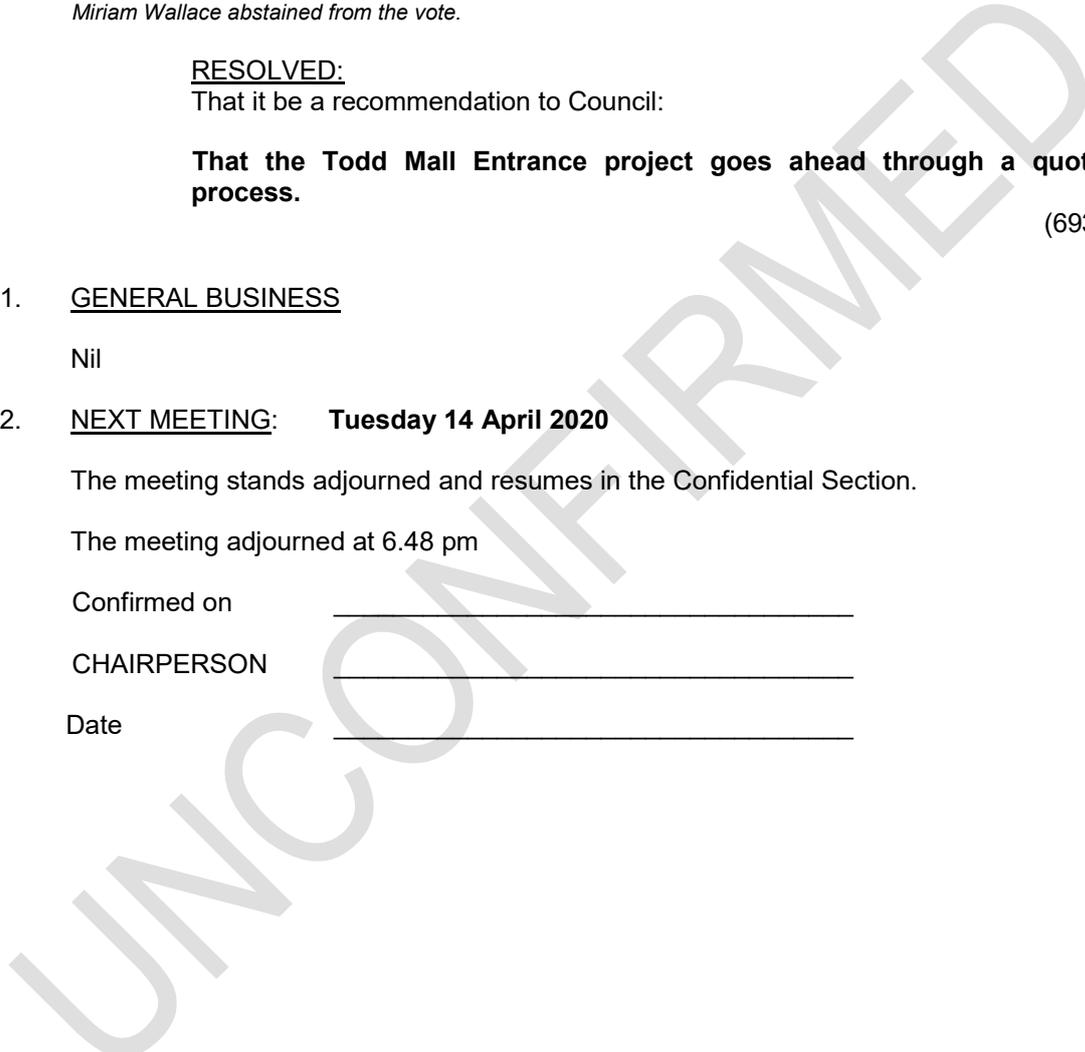
The meeting stands adjourned and resumes in the Confidential Section.

The meeting adjourned at 6.48 pm

Confirmed on _____

CHAIRPERSON _____

Date _____



REPORT

**TO: COMMUNITY DEVELOPMENT COMMITTEE –
TUESDAY 14 APRIL 2020**

SUBJECT: DIRECTORATE UPDATE

AUTHOR: ACTING DIRECTOR COMMUNITY DEVELOPMENT – SIMON DUKE

EXECUTIVE SUMMARY

This report provides an update of current Community Development projects, programs and events.

RECOMMENDATION

That it be a recommendation to Council:

That the report be received and noted.

REPORT

1. DISCUSSION

The attached reports summarise activities that occurred within the Community Development Directorate for the month of March 2020.

1.1 Summary of Business Arising from Previous Minutes of the Ordinary Council Meeting 30 March 2020

All matters actioned as per Elected Member queries smartsheet.

1.2 Acknowledgement of Council colleagues and Elected Members

Prior to leaving Council's employ after Wednesday March 15, the Acting Director Community Development wishes to acknowledge and thank Mayor Damien Ryan and all Elected Members, CEO - Robert Jennings, Director Technical Services - Scott Allen, Director Corporate Services – Sabine Taylor and Council staff for all of their support and efforts towards enabling the delivery of a range of vital Council services and initiatives to the community of Alice Springs through the Community Development Directorate this past year. Additionally, Petina Franklin (Acting Manager ASALC), Clare Fisher (Manager Library Services), Jeanette Shepherd (Manager Community and Cultural Development) and Kevin Everett (Manager Rangers) are thanked for the significant contribution they and their teams make to Council and the community of Alice Springs. Additionally, the support given by Telly Ociones (Executive Assistant) has been vital and much appreciated.

Additional thanks also to CentreCorp and the Northern Territory Government who funded a range of projects, events and programs of benefit to the Alice Springs community in the current financial year.

Council continues to move in a positive direction in serving the community. The Acting Director Community Development counts the past three years with Council as a privilege, is deeply thankful for all the relationships built and work achieved and wishes all Elected Members, Council staff and the community of Alice Springs a bright and united future.

1.3 Harmony Day Citizenship Ceremony held March 20, 2020

On Friday March 20 the Harmony Day Citizenship Ceremony was held with 62 conferees attending a socially distanced, but no less significant ceremony in the Civic Centre Courtyard. Conferees attended in three groups of 20 people at a time. Telly Ociones (Executive Assistant) is acknowledged for her efforts in organising the ceremony with support from a number of other Council staff.

1.4 COVID-19 Impacts on Community Development Directorate

On Monday 23 March at 12pm, Alice Springs Aquatic and Leisure Centre was closed to the public due to restrictions put in place by the Federal and NT Government.

On Tuesday 24 March Alice Springs Public Library was closed to the public but has continued to provide online services and content detailed further in the report at Attachment C.

The Ranger Unit has continued to operate as normal, but has been involved in supporting the community to follow social distancing rules and communicate important information in a timely manner to people in the CBD and surrounding areas.

The Cultural and Community Development Team have seen a number of events cancelled for the coming months and are making plans and adjustments to their activities to enable effective engagement, particularly for vulnerable groups.

All of the Directorate's activities will continue to be informed by Council wide policies and procedures as well as relevant Federal and NT Government directives in response to COVID-19.

2. POLICY IMPACTS

All projects relate to *Alice Springs Town Council Strategic Plan* objectives.

3. FINANCIAL IMPACTS

All projects are being implemented within their respective budgets.

4. SOCIAL IMPACTS

As per individual project plans.

5. **ENVIRONMENTAL IMPACTS**

As per individual project plans.

6. **PUBLIC RELATIONS**

Nil

7. **ATTACHMENTS**

Attachment A – ASALC Report

Attachment B – Community and Cultural Development Unit Report

Attachment C – Library Report

Attachment D – Ranger Unit Report



Simon Duke

ACTING DIRECTOR COMMUNITY DEVELOPMENT

ATTACHMENT A

REPORT

COMMUNITY DEVELOPMENT COMMITTEE – 14 APRIL 2020

TO: ACTING DIRECTOR COMMUNITY DEVELOPMENT – SIMON DUKE

AUTHOR: ACTING MANAGER ALICE SPRINGS AQUATIC & LEISURE CENTRE – PETINA FRANKLIN

SUBJECT: ALICE SPRINGS AQUATIC AND LEISURE CENTRE – MARCH 2020 REPORT

9.1



Alice Springs Aquatic & Leisure Centre grounds were upgraded in March 2020 with irrigations works installed by the Council Depot team

REPORT SUMMARY

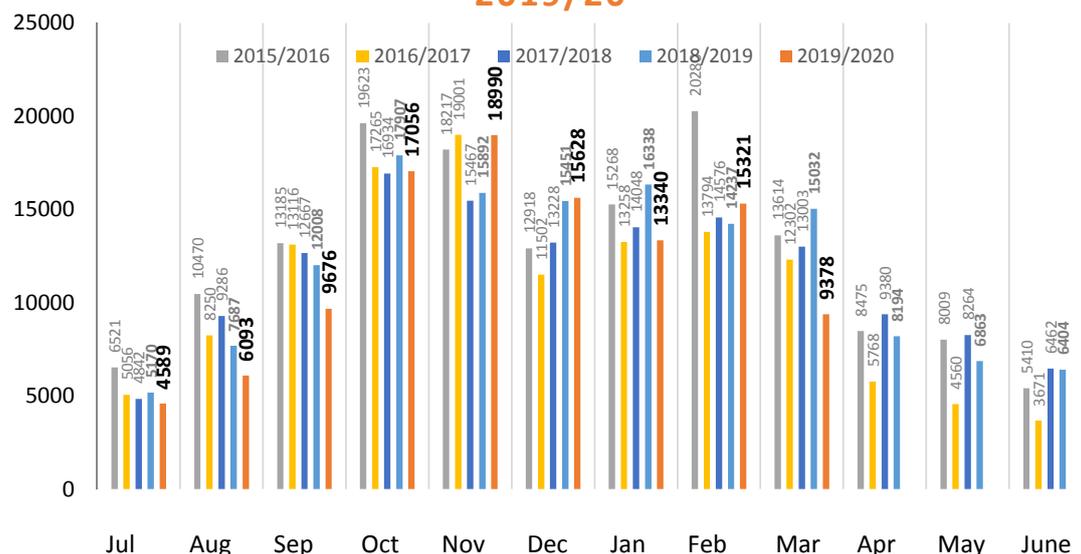
March attendance was 9,378 visits. Attendance figures have been severely affected by the COVID-19 outbreak, reducing visitation and cancellation of bookings in the weeks before the facility closure which took place at 12pm on Monday 23 March. In the weeks since the facility closure ASALC staff have been focussed on centre maintenance, reviewing project plans and completing procedure reviews in preparation for re-opening at a future date.

TOTAL MONTHLY ATTENDANCE

Total attendance for the month of March 2020 was 9378 visits: 5,654 less than the March 2019 total of 15,032 visits.

2018/2019 financial year total visits was **141,183**
 2018/2019 financial year total visits as at 29 February 2019 was **119,722**
 2019/2020 financial year total visits as at 31 March 2020 is **110,182**

ASALC MONTHLY PATRONAGE 2015/16 - 2019/20



9.1

PROGRAMS AND EVENTS

Learn to Swim

Learn to Swim Term 1 program continued this month until all programs were cancelled 23 March 2020. Schools participating in the Learn to Swim program included Ntaria Junior School, KITES, Living Waters and OLSH Bath Street. Visiting playgroups Etatha and Kwatja participated in Infant aquatics using water safety vouchers and Centralian Middle School, OLSH Traeger, St Joseph’s Flexible Learning Centre and Acacia Hill had regular bookings until closure of the facility on March 23, 2020.

Aqua Classes

Aqua classes continued until Saturday 21 March with 261 attendances recorded and HAWC continued to run programs until March 23, 2020.

Events

No events were held over the month of March.

Healthy Communities

The Healthy Communities Program recorded a total of 204 attendances in March, which was a great outcome considering the program closed before the end of the month.

USER GROUPS

Alice Springs Triathlon Club held another meeting in early March and Alice Springs Swimming Club had a great result in the Northern Territory Championships after increased training sessions for the selected team. Other users such as Alice Aussies, Alice Springs Running & Walking Club, CAIS and Canoe Polo have been using the facility until closure 23 March 2020.

STAFF

The Marketing & Promotions Officer and Lifeguard Coordinator applications were shortlisted and interviewed this month. The Customer Service full time position and Senior Lifeguard recruitment process has been put on hold until further notice. The application close date for the Manager position was Monday March 23 with a strong field of applicants.

CAPITAL PROJECTS UPDATE

ASALC Kiosk and Changeroom Refurbishment

Tender documents for the refurbishment of the outdoor bathroom and kiosk have been organised this month for release in April.

Splash Pad

The fencing contractor AJ Nichol supplying the splashpad fence has begun building the panels for installation next month.

The repair of the concrete surface scheduled for May has been pushed back due to COVID-19 travel restrictions, but will be completed at the earliest opportunity once travel restrictions ease.

OPERATIONS

The following maintenance was carried out in March:

Plumbing

- Centre Plumbing – Indoor bathroom leaks - 12, 20, 23 March

Pools

- Trading AZ – Feature blower overcurrent investigation – 29 February

Facility

- Deanos Test & Tag – test & tag all electrical equipment on site – 5 March
- AW McLean – Install pit cover – 6 March
- Optimal Security – fix CCTV on main building roof – 9 March
- TV Workshop – Printer troubleshooting – 25 March

Plant Room

- ASALC Pool Ops and A-Z Electrics - Installation of UV sleeve and lamp wiper kit for indoor leisure pool – 19 March
- Cooling Plus – Plant room AHU diagnose 18 March
- Trading A-Z – Blower repairs – 11 March

ENERGY EFFICIENCY**Electricity Usage**

	July 19	July 19	Aug 19	Aug 19	Sep 19	Sep 19	Oct 19	Oct 19	Nov 19	Nov 19
PROVIDER	Rimfire Usage kWh	Rimfire Charges								
Peak	17910.96	\$4,697.27	16952.72	\$4,445.97	15188.93	\$3,983.40	13161.89	\$3,451.80	10143.38	\$2,660.17
Off-peak	43200.48	\$8,797.99	47516.14	\$9,676.90	45,987.22	\$9,365.53	47331.89	\$9,639.38	44560.29	\$9,074.93
Network		\$5,806.03		\$5,997.30		\$6,087.59		\$6,231.77		\$5,582.87
Total	61,111.44	\$19301.29	64,468.86	\$20,120.17	61,176.15	\$19,436.52	60,493.78	\$19,322.95	54,703.67	\$17,317.97

9.1

	Dec 19	Dec 19	Jan 20	Jan 20	Feb 20	Feb 20	Mar 20	Mar 20	Mar 2019	
PROVIDER	Rimfire Usage kWh	Rimfire Charges	Rimfire Usage kWh	Rimfire Charges	Rimfire Usage kWh	Rimfire Charges			Rimfire Usage kWh	Rimfire Charges
Peak	12460.59	\$3,267.88	17730.32	\$4,649.90	12869.73	\$3,375.18	14,439.15	\$3,786.77	11099.06	\$3,145.94
Off-peak	52515.52	\$10,695.05	56283.50	\$11,462.42	53153.28	\$10,824.93	52,003.34	\$10,590.74	48835.31	\$10,493.44
Network		\$6,223.64		\$6,402.67		\$6,067.53	*	\$6236.74		\$5,217.04
Total	64976.11	\$20,186.57	74,013.82	\$22,514.99	66,023.01	\$20,267.64	66,442.49	\$20,614.25	59934.37	\$18,856.42

*Data unavailable at time of report

Gas Usage

	Jan-Mar 19	Jan-Mar 19	Apr-Jun 19	Apr-Jun 19
PROVIDER	Origin Usage MJ	Origin Charges \$	Origin Usage MJ	Origin Charges \$
First 4,350	4,950	\$123.90	4,600	\$126.65
4350 – 130200	148,500	\$3,323.43	138,000	\$3,397.28
130201 – 466200	549,450	\$8307.68	368,000	\$7,711.44
466201 +	1,027,488	\$15,535.63	1,039,904	\$17,295.68
Supply Charges		\$55.43		\$56.66
Total		\$27,290.64		\$28,587.71

	Jul-Sep 19	Jul-Sep 19	Oct-Dec 19	Oct-Dec 19
PROVIDER	Origin Usage MJ	Origin Charges \$	Origin Usage MJ	Origin Charges \$
First 4950	4,600	\$126.65	4,250	\$118.49
4951 – 153450	138,000	\$3,397.28	127,500	\$3,179.85
153451 – 549450	368,000	\$7,711.44	34,0000	\$7,218.20
549451 +	785,507	\$13,064.55	34,6616	\$5,837.01
Supply Charges		\$56.66		\$53.03
Total		24,356.58		16,406.58



Petina Franklin
ACTING MANAGER ALICE SPRINGS AQUATIC AND LEISURE CENTRE

ATTACHMENT B

REPORT

CORPORATE AND COMMUNITY SERVICES COMMITTEE – 14 APRIL 2020

TO: ACTING DIRECTOR CORPORATE AND COMMUNITY SERVICES

**AUTHOR: MANAGER COMMUNITY AND CULTURAL DEVELOPMENT –
JEANETTE SHEPHERD**

**SUBJECT: REPORT FROM COMMUNITY AND CULTURAL DEVELOPMENT UNIT
FOR MARCH 2020**

This report provides an update of current Community and Cultural Development Unit projects.

1. EVENTS

COVID-19 and Events

Council community events in March, April and May have been cancelled due to COVID-19. Risk assessments were completed for all Council events to assess the event's risk. Impacted events include:

- Cancelled: April Night Market, Pets Parade, Twilight in the Mall
- Modified to online format: Youth Recycled Art Prize, Phoney Film Festival
- To be determined: Future Night Markets, Seniors Month (August)

Council Officers have been working on contingency plans for other upcoming CCDU run events. Much of Council's in-kind support program has also been ceased following the cancellation or postponement of many community events.

Night Markets

The Thursday 5 March night market was held in conjunction with the FABALice festival. Numbers were down for the markets, but good feedback was still received from stallholders and attendees. The market saw the start of the rolling out of Council's single-use plastics ban, with the Environment Officer on hand to talk with stallholders. The April 2020 Night Market has been cancelled due to COVID-19.

Twilight in the Mall

Week one of Twilight in the Mall went ahead as planned. Approximately 50 people attended the first movie and music night. A modified version of the swing dance workshop was run and attendance was low as a result of announcements made in relation to the COVID-19 outbreak and community awareness around this topic increased. Week two and three of the program were cancelled in line with Council's decision to cancel all non-essential events for March, April and May.

Phoney Film Festival

Planning has begun for the Phoney Film Festival, with contingency planning in place for online delivery of activities. Advertising for the Phoney Film Festival and workshops will take place earlier to encourage entries.

Democracy Dash

Democracy Dash this year was a great success, with five groups of young people from Yirara School and Alice Springs School of the Air. Students entered the Council Chambers where Mayor Ryan engaged with them by chatting about what services

local government provides to the community. Yirara School was the first group to cross the finish line and enjoyed the sausage sizzle first, which NT police facilitated.

Youth Recycled Art Prize

Major alterations have been made to the Youth Recycled Art Prize due to COVID-19. The exhibition launch planned for Friday 3 April 2020 has been cancelled, and the entire exhibition will be moved online. Youth Development Officer is working to create an online exhibition for the prize. Judging and prizes will go ahead as planned. Artwork delivery date has been extended to Friday 3 April 2020. Confirmed entrants have so far been received from CMS, CSC and Acacia Hill School.

2. PROGRAMS

COVID-19 and Programs

Many of Council's community programs have been cancelled for the time being, or postponed, due to restrictions related to COVID-19. Impacted programs include:

- Cancelled: Heart Foundation Walks, Dancing with Dementia, Healthy Communities Programs (Life Without Barriers, Old Timers, Aqua for Arthritis), Multicultural Fitness Month
- Postponed: Desert Hoops, Traeger Wall
- Modified: Health and Wellness Centre, Community Grants

Council Officers are also in the process of reaching out to community members and organisations to see how Council can develop or modify programs to help support the Alice Springs community during this time.

Desert Hoops

An alternative option for the Desert Hoops program was planned and approved by the working group, however, COVID-19 has postponed the planned trial for Desert Hoops until later in the year. Transport options are still currently being explored.

Dancing with Dementia

In line with national public health advice regarding COVID-19, the Dancing with Dementia program has been cancelled.

Community Grants

Community Grant applicants are being notified if they are successful or not, with additional processes being implemented to allow for flexibility should a project or event need to be rescheduled or adapted.

Public Art Masterplan

A revised draft of the plan was provided at the March 2020 PAAC meeting.

Public Art Online Map

Initial meetings continue to be held for the development of an online Public Art Map.

International Women's Day

Council partnered with The Women's Museum of Australia to present the "Celebrating Centralian Women – A visual story" project that commenced Friday 6 March, as part of the International Women's Day celebrations. A series of posters highlighting the achievements of Centralian women were distributed throughout the community and displayed at various public places in town. The women celebrated in the project included Fiona O'Loughlin, Marguerite Baptiste-Rooke, Michele Castagna OAM, Shirleen Campbell, Rosalie Kunoth Months OAM, Robin Elizabeth Miller, Jordann

Hickey, Olive Pink, Rayleen Brown, Telka Alatheia Williams MBE, Rene Kuitja and Molly Clark.

Youth Action Group

YAG has had two meetings so far this year with some attendance. Recruiting is still underway but current events have significantly slowed down this process. Different ways of engaging young people on an online platform are currently being brainstormed.

Traeger Park Wall Mural

Hayden Williams in collaboration with Gap Youth Centre has been selected to progress to the Design Development stage for the Traeger Wall mural. The Public Art Advisory Committee will review the design at the May 2020 meeting, delayed from the April 2020 meeting because of COVID-19 impacts.

Reconciliation Action Plan

The Community Development Officer attended one Reconciliation Action Plan Working Group Meeting on 10 March 2020.

Health & Wellness Centre (HAWC)

There would usually be 10 Keep You Moving classes per week aimed at improving strength, flexibility and cardiovascular fitness for people with chronic health conditions. However, these were cancelled on 18 March due to the COVID-19 restrictions. Prior to this, there were 258 participants. Council officers are in the process of planning a home program for participants with videoed exercises classes, and check-in phone calls.

Heart Foundation Walking

Council's Heart Foundation Walking monthly participation was 61 for March but this is only for the two weeks it was running, prior to COVID-19 restrictions. Therefore, there was no special end of month walk. Council officers are exploring running a virtual steps program for the group whilst the walks are cancelled.

Mental Health

All planned programs for MHACA have been put on hold due to COVID-19 restrictions. However, these will be of utmost importance, once restrictions are lifted, at which time we will pursue these further.

Aqua for Arthritis

Council's Aqua program, held at the Alice Springs Aquatic & Leisure Centre, is targeted at people with arthritis and other musculoskeletal conditions. There is one class per week on Wednesday's @ 10am. Due to COVID-19, only two classes ran for the month of March and participants averaged at 4.

Old Timers

Get Physical delivered sessions at Old Timers during March on behalf of Council's Healthy Communities program, until the program was ceased due to COVID-19. Residents enjoyed a variety of strength, balance and flexibility exercises to music. Participant numbers were 65 overall for the sessions that were delivered.

Life without Barriers

Council's Healthy Communities program for people with a disability did not run for the month of March due to a change in the Healthy Communities Coordinator role and the COVID-19 restrictions.

Staff Fitness Classes

Participation for March at Civic Centre was 0 due to the change of the Healthy Communities Coordinator role and the COVID-19 restrictions.

Boxing at the Depot

Participation for March at the Depot was 0 due to the change of the Healthy Communities Coordinator role and the COVID-19 restrictions. However, when restrictions lift, we may consider contracting this class to G-Training as these facilitators may resonate better with the Depot participants.

Future Planned Programs

Plans to initiate programs with MHACA, Purple House and Gap Youth Centre have been put on hold due to COVID-19.



Jeanette Shepherd

MANAGER COMMUNITY AND CULTURAL DEVELOPMENT

ATTACHMENT C

REPORT

COMMUNITY DEVELOPMENT COMMITTEE – 14 APRIL 2020

TO: ACTING DIRECTOR CORPORATE AND COMMUNITY SERVICES
AUTHOR: MANAGER LIBRARY SERVICES – CLARE FISHER
SUBJECT: REPORT FROM ALICE SPRING PUBLIC LIBRARY FOR MARCH 2020

9.1

This report provides an update of current Library projects, programs and events.

1. LIBRARY MANAGER’S UPDATE

COVID19

- Library Events & Programs suspended from Tuesday 17 March 2020
- Library closed to the public from Tuesday 24 March 2020
- Library Youth Hub opening postponed until COVID-19 restrictions ease

Library staff are still working from the facility on a number of projects designed to keep supporting the community with library services:

Book’a’Book

Launched Monday 30 March, Book’a’Book is a new take-away and delivery service for Alice Springs Public Library members. Customers can request specific titles or staff can create a “Lucky Dip” pack for them.

All care is taken with Book’a’Book items:

- Covers sanitised on returning and lending
- All items quarantined for 72 hours after return
- Library staff wear gloves when handling your order
- Items packed in paper or cardboard to decrease cross-contamination

The library currently has a team of volunteers who offer delivery of Book’a’Book packs to those who are isolating or don’t have transport.



Online Memberships

New Library customers can now join online via the Library website. Members have a choice of borrowing types including Online Only or Full Membership.
<https://alicesprings.nt.gov.au/library/membership>

Online Programs

A number of our regular programs such as Baby Rhyme Time, Storytime, LEGO Club and STEAM Club are being reconfigured into online sessions. Some of these sessions will be streamed live through Facebook and others recorded for future use.

The Library is busy planning an online offer for the school holidays.

Strategic Projects

Library Manager Clare Fisher will be focussing on the following long-term projects linked to the Strategic Plan:

- Library floorplan review and maintenance schedule
- Development of a Library Community Outreach Program
- Development of a Digital Services and Management Plan
- Development of a Partnership and Collaboration Strategy & Prospectus
- Development of a Library Marketing and Communication Strategy
- Review of the Library web pages and content
- Development of a Library Workforce Development Plan

Staff Projects

Currently in progress:

- Tech support hotline for people needing assistance with a range of devices and navigating webforms, email, social media etc.
- Phone appointments for Read & Write adult literacy classes
- Reviewing and repairing catalogue holdings
- Review and rearrangement of Alice Springs Special Collection space
- Children's collection diversity review
- Social emotional support projects in conjunction with Community & Cultural Development Unit
- CAYLUS Youth Health media challenge
- NTG #stopthespreadNT youth media challenge
- Continued preparation and planning for the future Library Youth Hub

Long-term Projects

The Library team are also working on a number of long-term projects with the aim of being ready once Council enters its "Recovery" period, supporting the community with social & emotional wellbeing:

- Akaltje Antheme project – checking condition of items, identifying gaps, sourcing new material, printing, covering, creating
- Library signage in Arrernte (grant project)
- Update and create Library Workflows, Procedures & Guidelines
- Creation of a Library-specific Disaster Action Plan
- Creation of books and eRecordings in local languages
- Creation of a Central Australian Colouring Book and 2021 Calendar using artworks created by young people in the Youth Space
- Creating an annual Programs & Events calendar
- Curriculum linked school visits. Curriculum-linked lesson plans for staff to use for school visits in 2021. Cross-curricular, so including STEAM, Literacy and other learning areas relevant to the library
- Junior Lego League 2021 collaboration with Bradshaw, Gillen and Sadadeen

Staffing Update

- Mikaela Revell joins the team permanently as the new Programs Coordinator. Mikaela has been acting in the position since December 2019 and brings with her a broad range of skills and experience.

- Alice Woods, Special Collections Coordinator will be leaving the Library on Tuesday 14 April to begin working for Library and Archives NT in the Northern Territory Archives. Alice has been with us for almost 5 years and with her knowledge and passion for Central Australian history, will be an exceptional asset to her new employer.

Recruitment for a new Special Collections Coordinator will be delayed whilst COVID-19 restrictions are in place.

- Recruitment for the contract position of Team Leader Youth Hub (Library) has been suspended for the time being

Grants

Project	Provider	Amount	Status
Youth Engagement: Holidays 2020 (Dec 2019-Jul 2020)	Territory Families, NTG	\$45,000	In Progress
Library Animated Explainer Videos (in language)	National Indigenous Australians Agency	\$30,000	Applied

2. CUSTOMER FEEDBACK

“Great staff, great service + collection. Plus they do extras e.g. leave messages re: lost property. Long may it exist (far beyond COVID times)”

Customer feedback form, 21 March 2020

“Thank you! I love the library but it’s not on my regular to do list. I love it that the library is always (was always) brimming with people watching old movies or looking at the archives.... it’s a throbbing pulse in this town. All credit to the staff.”

Facebook Comment, 28 March 2020

“You guys are awesome! What a creative solution. Thank you so much!”

Book’a’Book Service feedback, 31 March 2020

Collections Update – Matt Kelly, Collections Coordinator

Collection usage for March was down by 3% on February although the number of items that Alice Springs Public Library members have borrowed from the collection is up 13% on February 2020. There are 10, 272 items on loan as compared with 9088 at the end of February. Just over 20% of the circulating collection is being used in the homes of Alice Springs residents.

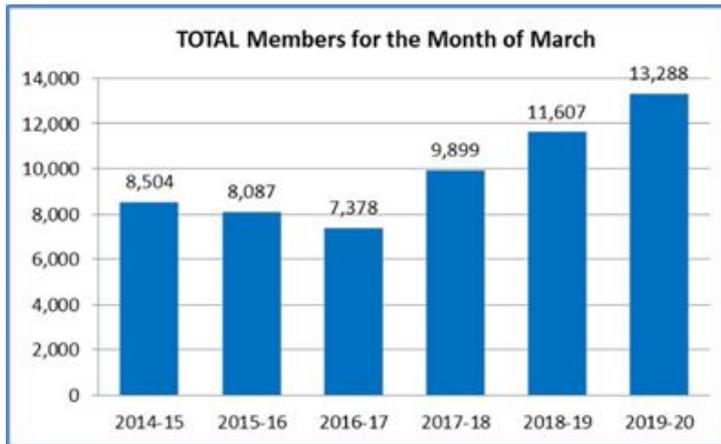
Preparation for a diversity audit of Junior fiction titles in cooperation with Libraries and Archives Northern Territory and other NT collection managers has commenced and will be completed in early April. It is expected that Alice Springs Public Library will perform well as significant investment in recently published works with a diversity focus has taken place, building on an existing strong commitment to this type of literature.

3. STATISTICS

Note: ↓↑ denotes an increase or decrease from the previous month

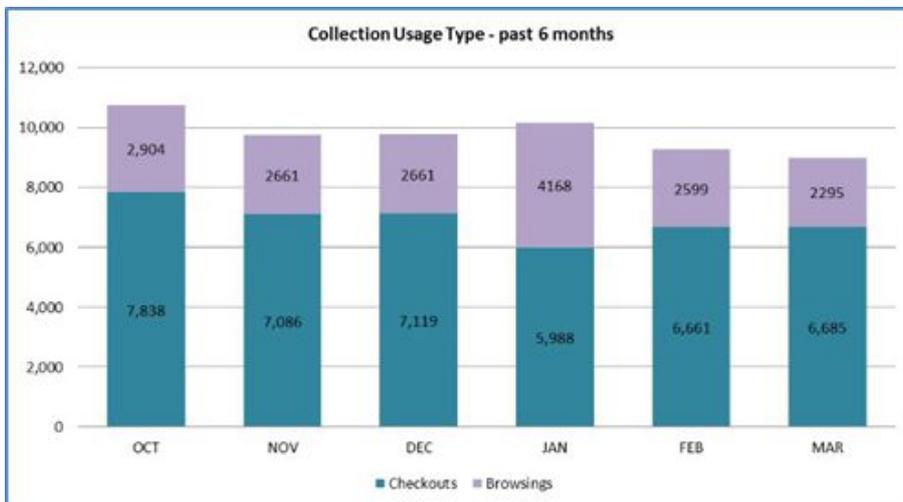
Library Membership

Members	13,288↑
New Members	124↓



Collection Usage

Items Borrowed	6685↑
Items Browsed	2295↓
Total	8990↓



Visitors (1-23 March 2020)

Total Visitors	11,679↓
Avg daily visits per weekday*	617↓
Avg daily visits per weekend*	222↑

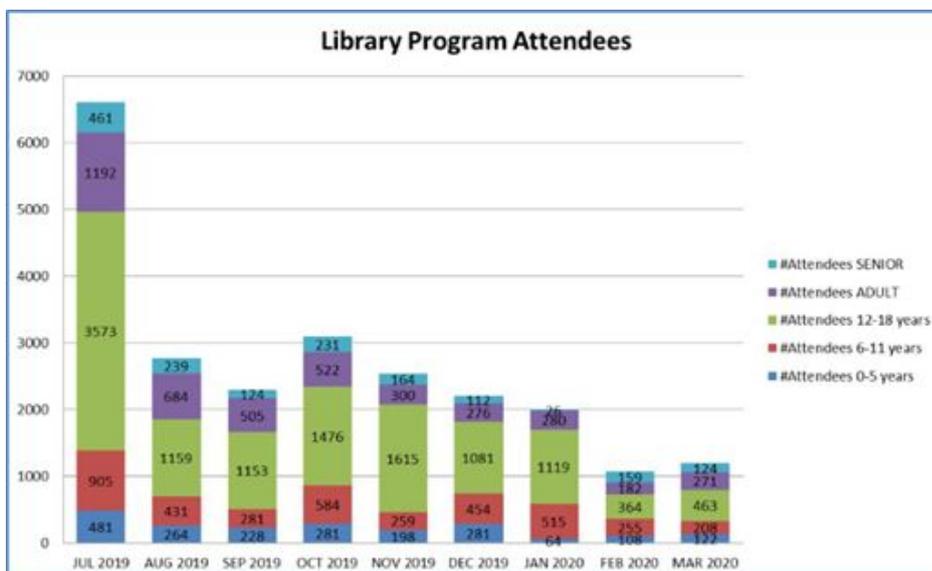
*Based on number of days the library was open (1-23 March)



Programs

Programs*	29↓
Attendees	1188↑

*Originally 52 programs planned for March. Programs cancelled 17 March due to COVID19



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4. PROGRAMS & EVENTS

Special Events

International Women's Day: All About Women

International Women's Day (March 8) is a global day celebrating the social, economic, cultural and political achievements of women.

The event saw 267 people through the doors and the library received wonderful feedback regarding the full day of events for International Women's Day 2020.

"So, so great. Thank you for the kids' area, I could not have stayed for 4 hours without it. The food was also really well thought out and you can tell a great woman organised it!"

"Excellent Live music. Inspiring panellists - would love to hear from more local women - can we please do this again soon?!"

"What a great event you all put on - 10/10. I really enjoyed the way the teenagers who came through were made so welcome. The entertainment was beautiful."

Attractions included animation screenings from Tangentyere, community art work and kids' corner and catering through to the live stream, local panel and music performance - over 50 local partners were involved in the making of this event - a true show of community, talent and team work!

The raffle (with prizes donated from local female-owned businesses) raised over \$300 for the Tangentyere Women's Family Safety Group.

Youth Services – School Holiday Report

- Coordinated Youth Team staff training:
 - Mali Cavanagh "Cultural Awareness"
 - Adrian Scholtes "Positive Behaviour Support" and "Vicarious Trauma and Self Care"
- Responded to the changing environment of the COVID19 Pandemic, communicated safe hygiene practices through conversations and custom-made colouring sheets.



STEAM

- 2 x STEAM Club
- 2 x LEGO Club

Adult Literacy

- 2 x Connect to Tech sessions (digital literacy)
- 3 x Spoken English Meetups
- 3 x Read & Write literacy support sessions

5. DISPLAYS/EXHIBITIONS

- International Women's Day
- Harmony Week 2020

6. SPECIAL COLLECTIONS

Received from Dr Philip Batty in response to assistance for a major reference enquiry:

Dear Alice,

I would like to express my heart-felt thanks to you and the Alice Springs Public Library for the efficient and effective research work you recently conducted on my behalf. The large amount of material you were able to identify and extract from the Library's Centralian Advocate digital archive will be extremely helpful in my work and indeed, fundamental to its future success.

As far as I can determine, your library has the most comprehensive, searchable electronic archive of Centralian Advocates in Australia. As such, it offers a significant resource for anyone undertaking research into the history of Central Australia. Regardless of what side of the political fence one might sit on, the articles, editorials and letters in the Advocate provide invaluable insights into the life and culture of a unique part of the world. The Alice Springs Public Library must be congratulated for hosting and maintaining this archival gem.

Once again, thanks for your brilliant and timely assistance.

Cheers, Dr Philip Batty

Usage:

Akaltje Antheme	1,590
Local Languages	143
Alice Springs Collection	27
Sensitive Items Cabinet	518
Nevil Shute Collection	16

Indigenous Services:

- NAIDOC Week Celebrations have been suspended

7. COMMUNITY ENGAGEMENT & PROMOTION**Storytime School Visits**

- 2 x Yipirinya School Visits

Meeting Room Usage

- 20 Internal (library & Council use)
- 12 External (public)

Social Media – Library Facebook Page

- 1844 total likes = increase of 3%
- Post reach: 6750

Media Interviews

- Book Chat – ABC Radio

8. UPCOMING IN APRIL

Special Events

- Online Baby Rhyme Time, Storytime and QuaranSTEAM



Clare Fisher
MANAGER LIBRARY SERVICES

9.1

REPORT

CORPORATE AND COMMUNITY SERVICES COMMITTEE 14 APRIL 2020

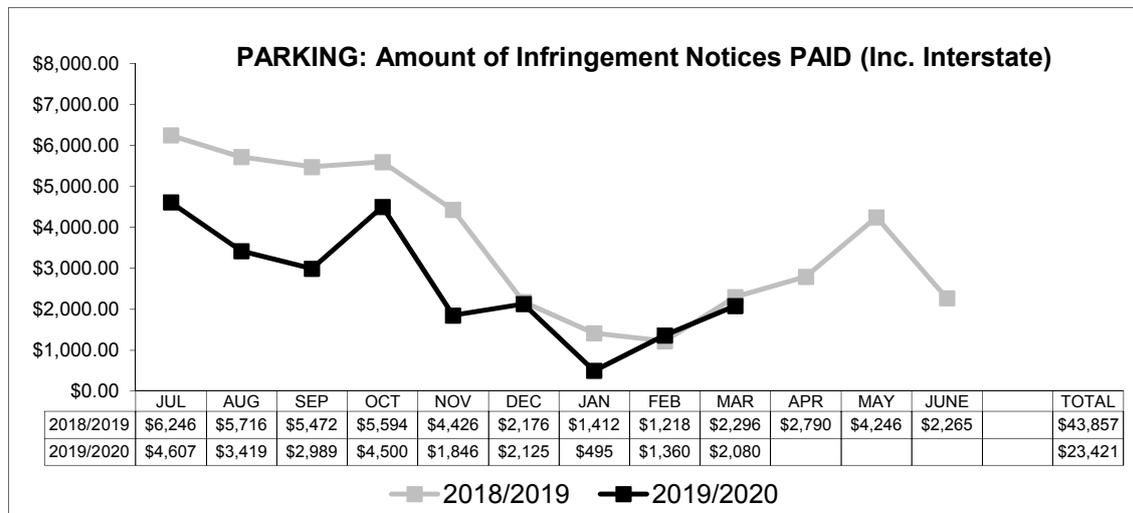
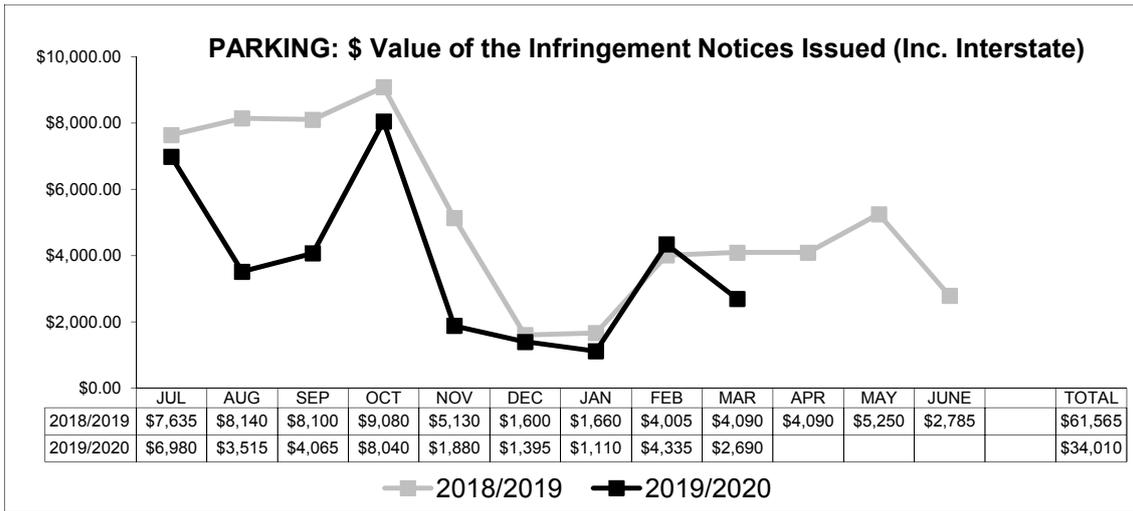
TO: ACTING DIRECTOR CORPORATE AND COMMUNITY SERVICES

AUTHOR: ACTING MANAGER RANGER UNIT – CHRIS GOSLING

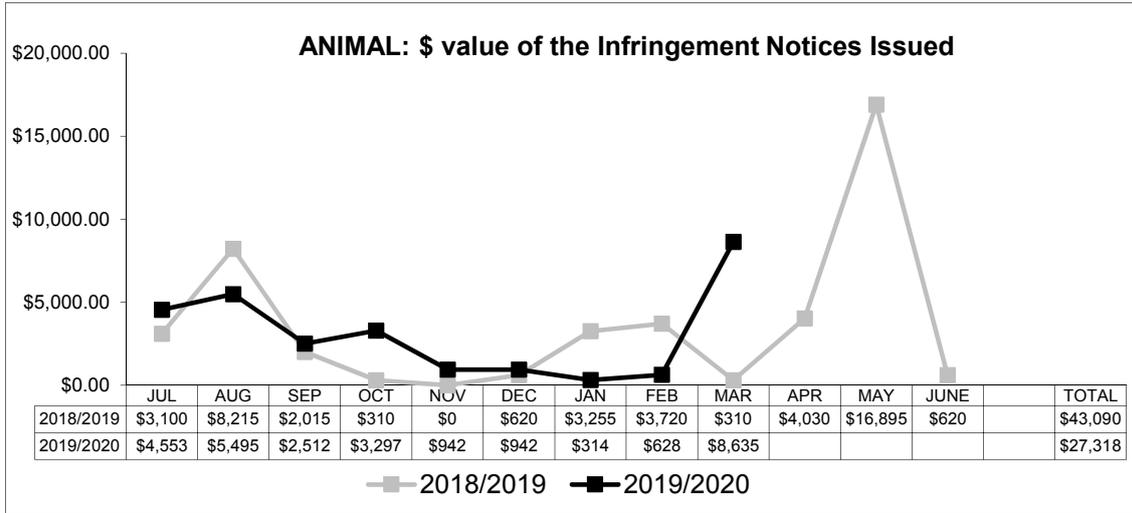
SUBJECT: REPORT FROM RANGER UNIT FOR MARCH 2020

This report provides an update of current Ranger Unit projects, programs and events.

1. INFRINGEMENT NOTICES – PARKING

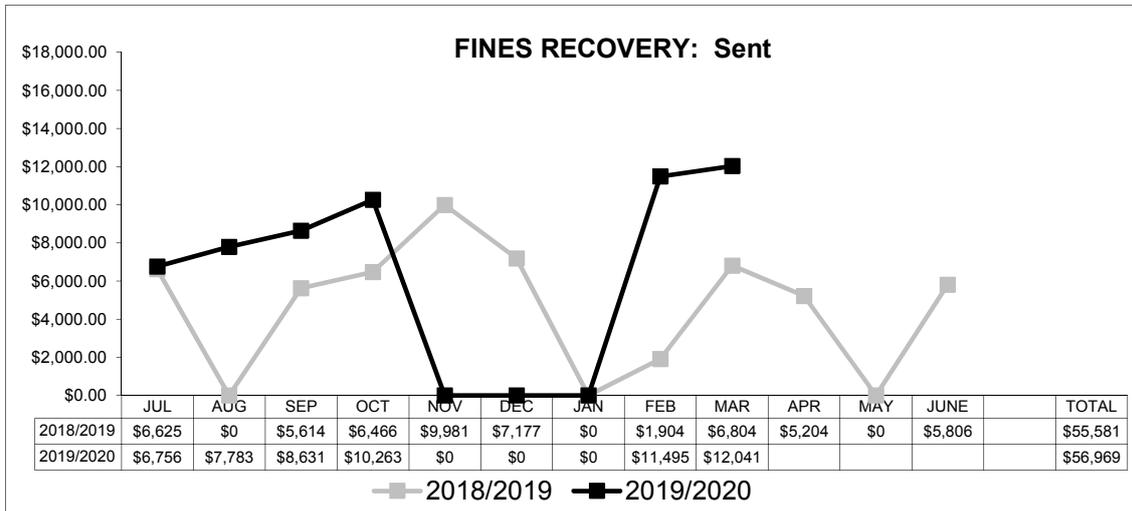


2. INFRINGEMENT NOTICES – ANIMAL CONTROL



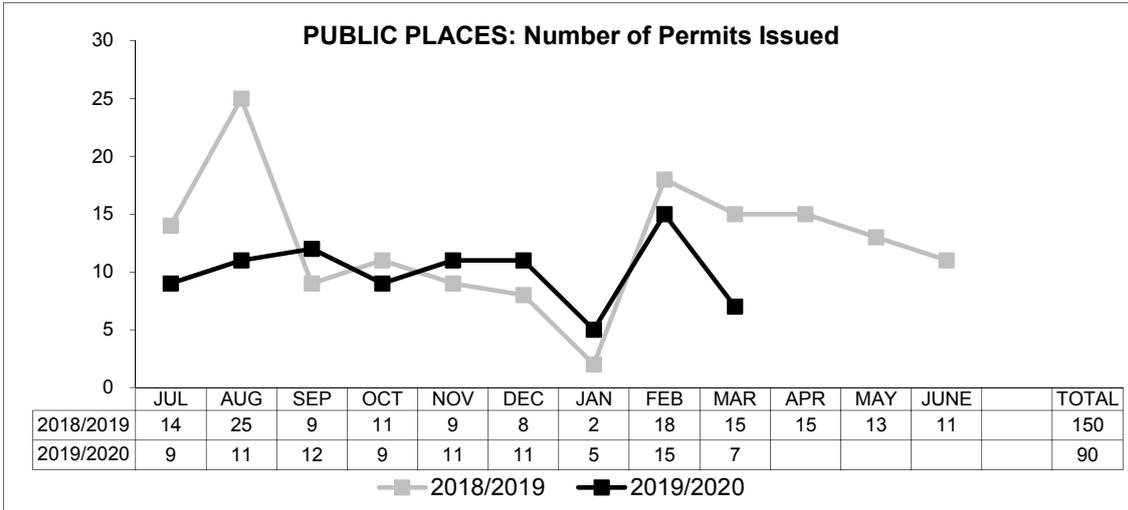
During the month of March there were a number of repeat animals at large and dog attacks on animals (2) and humans (1).

3. FINES RECOVERY UNIT

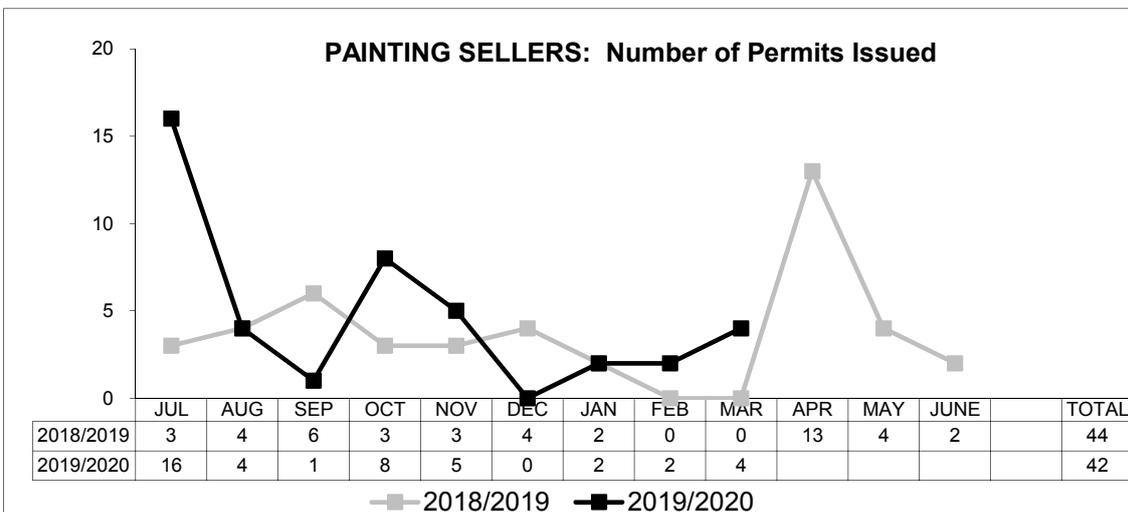
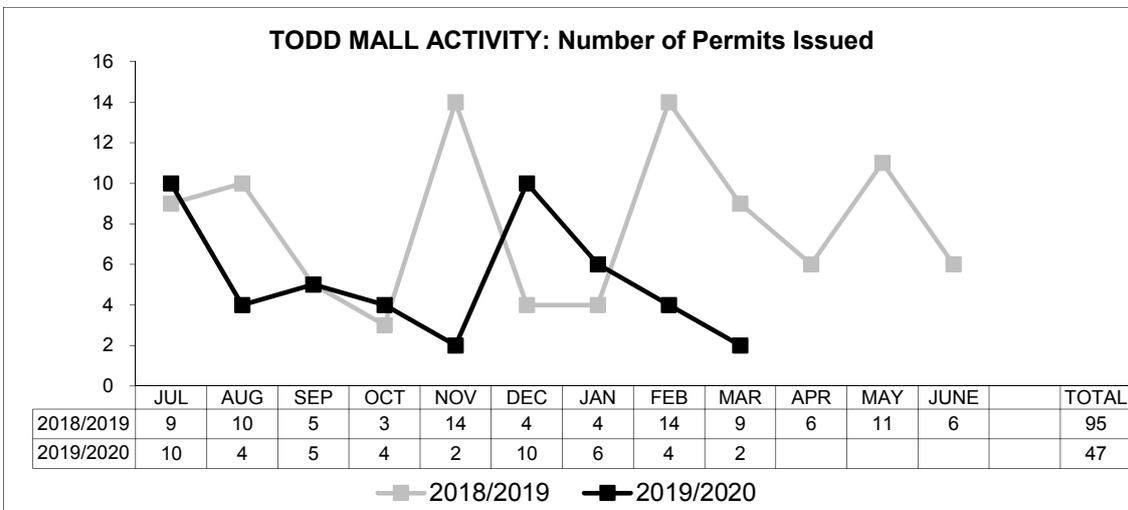


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4. PERMITS



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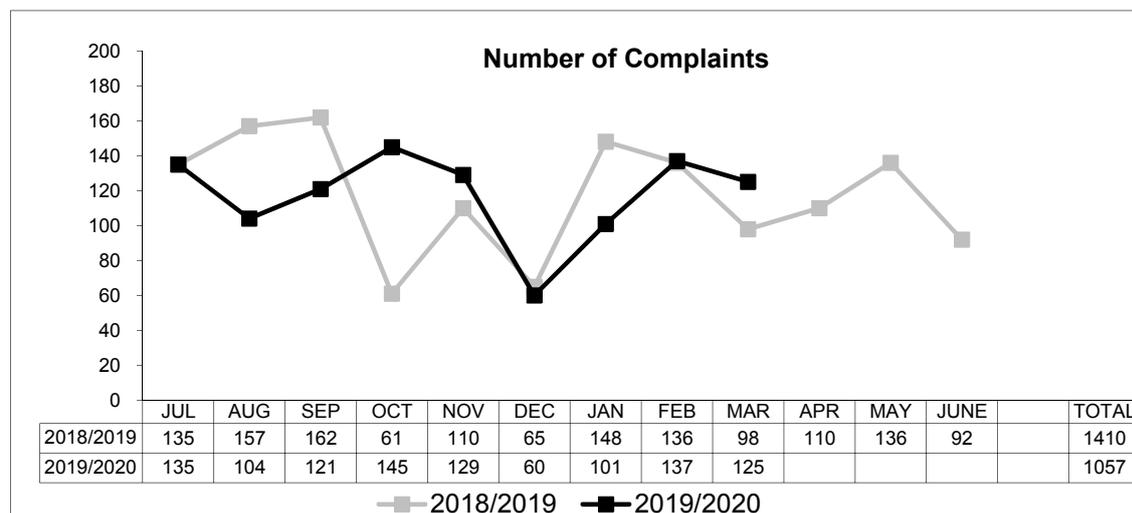


NOTE: Many of these permits have been cancelled due to public gathering restrictions.

On a directive from the executive all relevant permit holders with events up to end June were contacted and asked to complete the SecureNT risk assessment. Most decided of their own accord to cancel their events.

Those who fell into Very High Risk and High Risk category, once contacted and advised that the event could not go ahead were co-operative and understanding of the situation.

5. COMPLAINTS

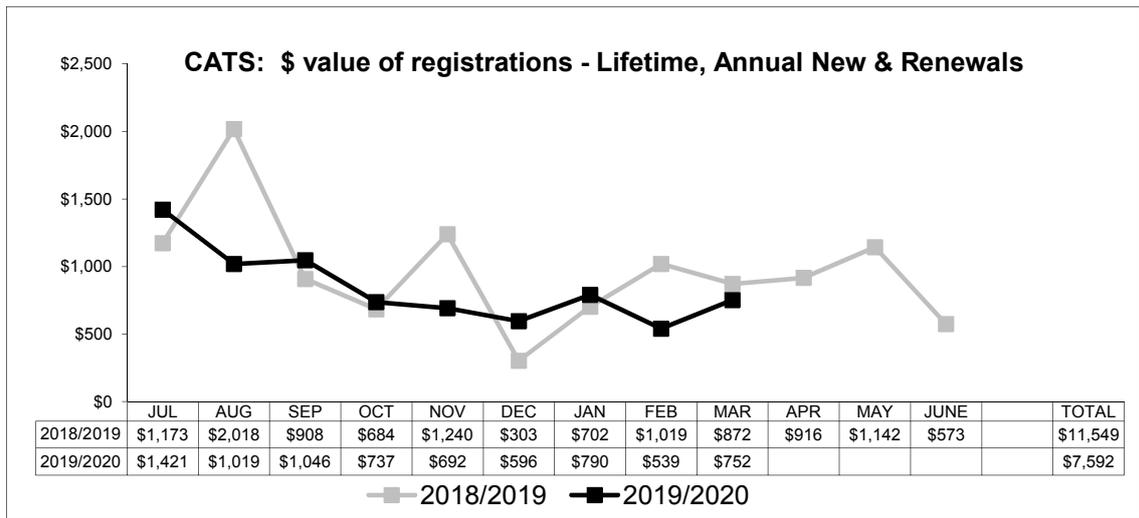
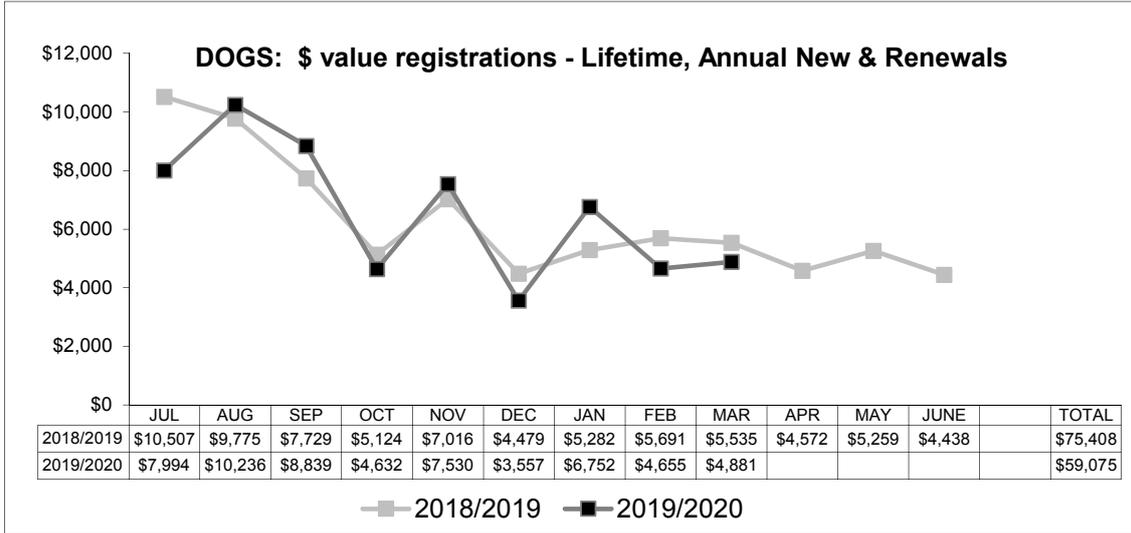


Breakdown of Complaints

Abandoned Vehicle	16
Animal not De-sexed	15
Cat Injured/Dead	2
Cat Surrender	1
Cat Trap – Ranger	10
Dog Attack Animal	2
10/03/2020 – Closed	
17/03/2020 – Closed	
Dog Attack Human	2
03/02/2020 – Closed	
07/03/2020 – Closed	
Dog at Large	18
Dog Injured/Dead	3
Dog Menace	3
Dog Nuisance	10
Dog Surrender	5
Dog Unregistered	1
Dog Welfare/Cruelty	1
Kennel Licence	1
Dumped Rubbish	1
Litter	2
Other Animal – Dingo	1
Other Animal – Goat	3

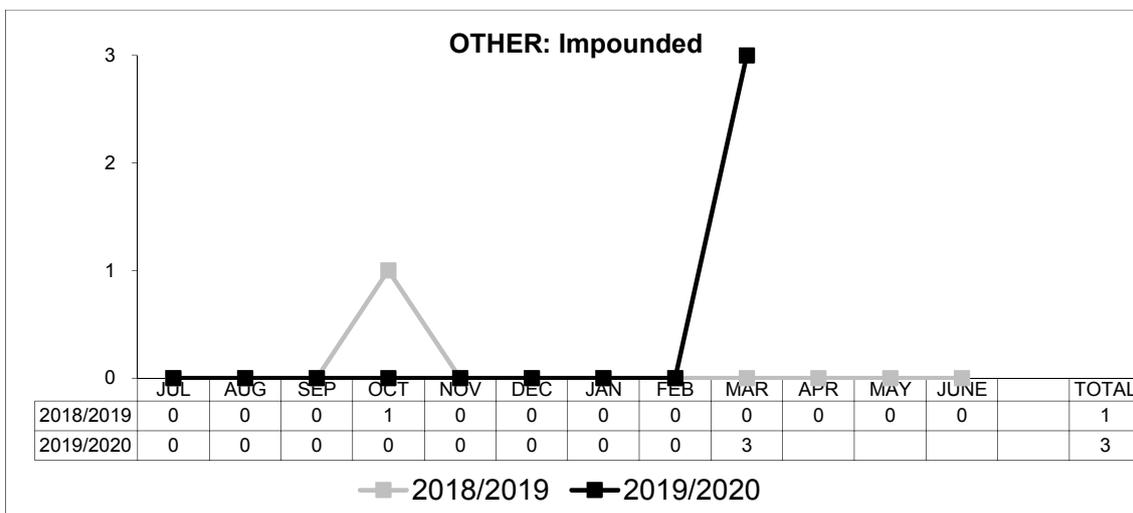
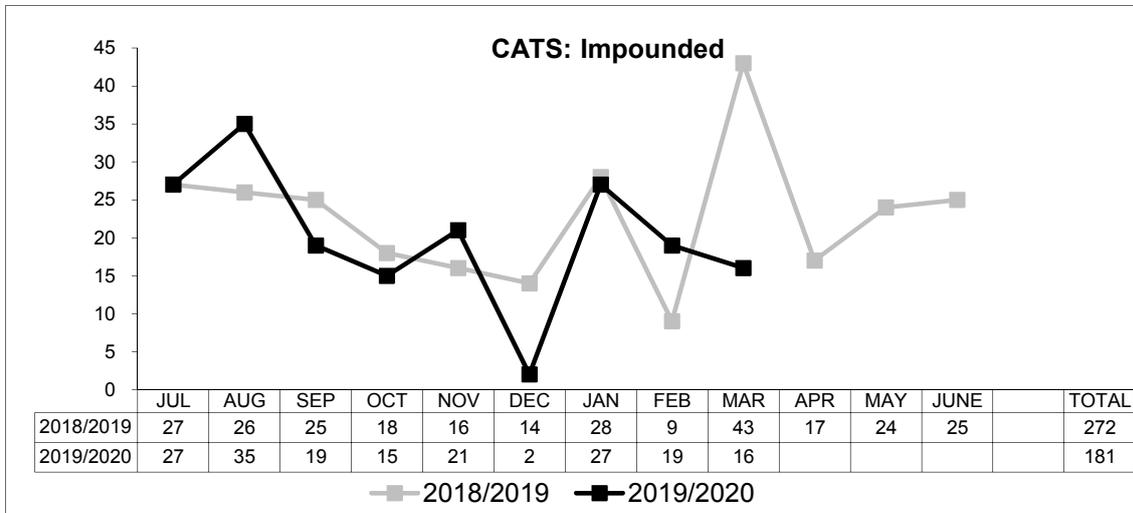
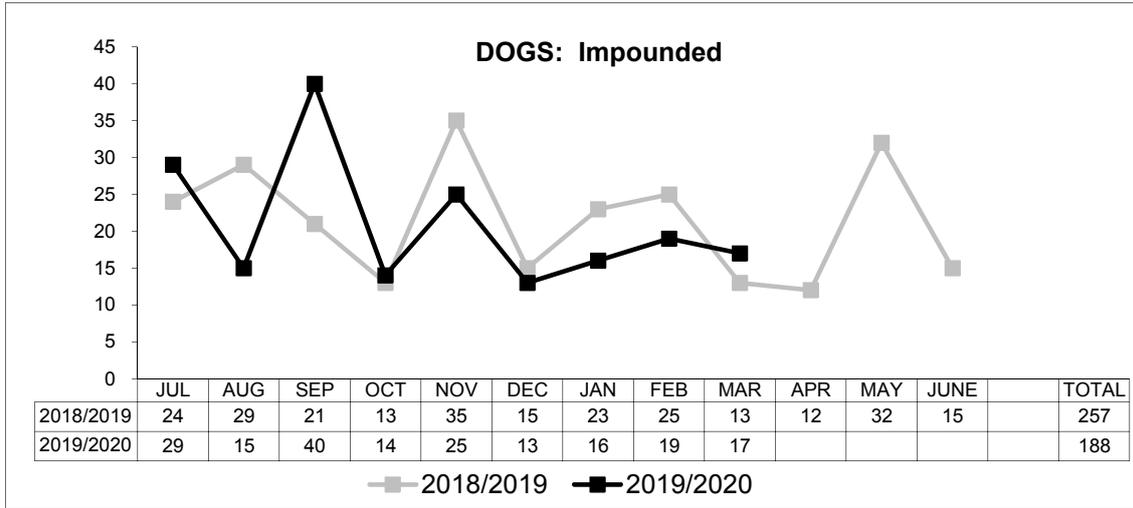
Parking Traffic	2
Public Places	4
Security – Library	1
Works/Parks	1
Neatstreets - Abandoned Vehicles	5
Neatstreets – Parking/Traffic	14
Neatstreets - Public Places	3

6. ANIMAL REGISTRATION



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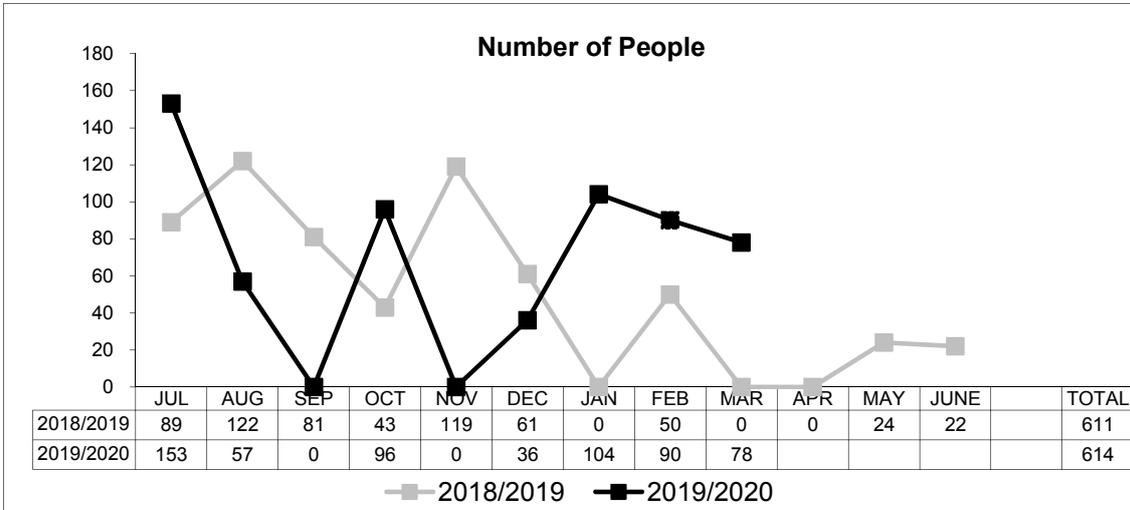
7. ANIMALS IMPOUNDED



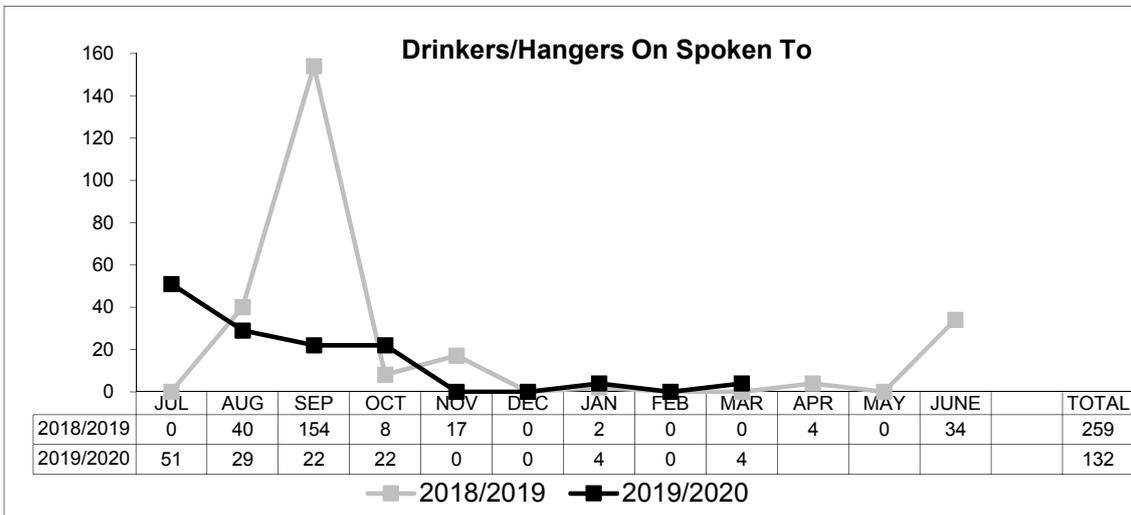
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This increase is due to three goats that were at large in the rural area. The goats were captured and taken to the animal shelter.

8. RIVER RUNS



9.1



NOTE: Due to the COVID-19 Pandemic, Rangers have been actively involved in monitoring people camping around Alice Springs.

On the 26th March, the Ranger Unit patrolled the streets of Alice Springs handing out Return to Country information, as the Australian Government introduced new Quarantine laws. Rangers spoke to over two hundred people on the day and advised of the Return to Country program through Tangentyere.

Rangers will continue to monitor campers and their location; this information is passed onto the NT Shelter who is also monitoring homeless people.

9. CBD – ILO REPORT

With the current situation regarding COVID-19, Indigenous Liaison Officer Joshua Watterson-Bateup has been mainly focusing on education and engaging with as many people as possible. This has been limited due to the lack of traffic in the mall.

He has however had a good impact on those engaged with, reporting that most people are well aware of the virus and social distancing protocols. With some gentle encouragement they have been willing to comply.

On 25/03/2020 engaged 3 separate groups of youth of a total number of approx. 15. Misinformation seemed to be an issue with these groups at the time as they believed that Indigenous people were immune to the virus.

On 26/03/2020 engaged with approx. 60 people regarding COVID-19 and returning to community.

On 27/03/2020 engaged with approx. 50 individuals around CBD and disseminated information.



Chris Gosling
ACTING MANAGER RANGER UNIT

REPORT

TO: COMMUNITY DEVELOPMENT COMMITTEE – TUESDAY 14 APRIL 2020
SUBJECT: LIBRARY STRATEGIC REVIEW REPORT
AUTHOR: MANAGER LIBRARY SERVICES – CLARE FISHER

9.2

EXECUTIVE SUMMARY

This report presents the findings from the Library Strategic Review undertaken by Roger Henshaw Consultancy Services in December 2019. The Library Strategic Plan 2020-2024 can be found at Attachment A. The Library Strategic Review Report (Attachment B) serves as background work and information undertaken to inform the Library Strategic Plan 2020-2024 document.

RECOMMENDATIONS

That it be a recommendation to Council that:

- A. The Library Strategic Review Report and Library Strategic Plan 2020-2024 be received and noted.**
- B. As a part of Council Master Plan deliverables, the development of a design brief for a new or significantly upgraded Public Library facility be considered for prioritisation in the FY2020/21 Budget for \$100,000 and be completed by June 2021.**
- C. Infrastructure and building maintenance identified in the Library Strategic Plan 2020-2024 for a combined cost of \$205,000 be carried out at the earliest possible opportunity in FY2020/21.**
- D. Regular updates on progress against the Library Strategic Plan 2020-2024 be provided through the Library monthly report.**

REPORT

1. BACKGROUND

The Alice Springs Public Library is a highly utilised service in Alice Springs. Through the NT Government's Business Growth Program and Council funds, Roger Henshaw Consultancy Services was engaged in December 2019 to undertake a full review of the current Library service and programs, including the suitability of the current infrastructure supporting the service.

Roger Henshaw carried out many interviews with staff and stakeholders over 3 days with additional follow up as required and was also provided with previous Library User Survey data. The final documents were received in March 2020 and are attached to this report.

2. DISCUSSION

The key emphasis of the Library Strategic Plan 2020-2024 emerging from the review is on the Library as a Meeting, Keeping and Sharing place for the community.

The review identified the Library building as the main challenge to effectively achieving its goal of being an effective community space for Meeting, Keeping and Sharing.

Limitations of the current Library building identified in the report include:

- Lack of overall floor space and cramped layout (current library is 1,100m², 40 years old and in need of expansion, modernisation or replacement). Other comparable library buildings in similar population contexts are between 1900m² – 3600m² in floor space with less utilisation, diversity of programs and not situated in such an iconic location as Alice Springs.
- Climate control - internal (fresh air) and external (places out of the weather)
- Challenges of multi-purpose use e.g. noise control; lack of quiet spaces
- Connection to external environment - sight lines outside and inside
- Facilities - particularly number of public toilets; suitable meeting spaces; auditorium type spaces
- Communication - signage and symbols suitable for a diverse community e.g. signs in language; imagery or symbols that convey messages; locations etc.

As a library service it is important to note that while the building is below size and design standards, there is:

- a high level of usage by the community (on average 600 visits per day)
- a high level of Indigenous use
- an evident level of community and Council partnership; and
- the library is well located
- the library is a trusted place
- the library staff are committed to delivering quality library services and programs to the community

The other key findings in the report include:

- The library does not meet current public library building standards (*ALIA Guidelines Standards and Outcome Measures for Australian Public Libraries 2016*) in regard to space and to a lesser extent accessibility and would benefit in the short term from some reconfiguration of the floor space; and expanded floor space in the medium to long term.
- High levels of usage are impacting on the amenity of the space, for example, the public toilets do not have the capacity for the 600 visitors (on average) per day; furniture and fittings are, in many cases, showing signs of wear and tear.
- There is insufficient access to public technology i.e. demand is outstripping capacity; and public WiFi is inadequate for contemporary usage.
- Opening hours are adequate but should be reviewed for expansion or re-allocation based on community feedback.

- Library collections are to a good standard - including the selection and management of high demand materials including the electronic collection.
- The Library's communication to the community would benefit from a more contemporary approach including the development of a targeted / segmented communication and marketing plan e.g. better use of social media; an updated and interactive website; and face to face outreach.
- There is a need for a more strategic approach to the delivery and promotion of youth services and spaces - especially for disenfranchised youth.

3. **POLICY IMPACTS**

The recommendations align with Council's 2018-2021 Strategic Plan

Objective 1, 'A Great Place to Live'

- 1.1 Inclusiveness and support
 - 1.1.1 Develop and enhance programmes, as well as services
 - 1.1.2 Promote community engagement, cohesion and safety
 - 1.3.3 Maintain and improve Council buildings

4. **FINANCIAL IMPACTS**

\$100,000 – Comprehensive Design Brief for new or upgraded Library Facility to be completed by June 2021

\$265,000 – Infrastructure and maintenance items identified in the Library Strategic Plan 2020-2024

Both of these items are suggested to be considered for prioritisation in the FY2020/21 budget process.

Details of the infrastructure and maintenance items are itemised below:

Item	Approximate cost
Entry Reconfiguration and airflow Improvements for more efficient and effective temperature control	\$55,000
FE Tech Hardware Upgrade	\$40,000
Furniture Update	\$30,000
New Carpet and re-paint	\$80,000
Total	\$205,000

Whilst not a direct recommendation addressed in this report, initial enquiries suggest that a suitable 3,000m² building could be constructed for approximately \$15M based on \$5,000/m². To achieve this floorspace on the current site would require a two or three-storey build. Final size and budget would be determined as a part of the proposed Design Brief.

A Public Library Proposal developed in 2009 was based on a design that included a 2,400m² basement carpark, 1,900m² ground floor and 1,380m² first floor.

It is also noted that any significant future investment in a new or refurbished library facility would also play a significant role in the recovery phase for the Alice Springs community following COVID-19.

5. SOCIAL IMPACTS

The social benefits provided to Alice Springs residents through implementation of the recommendations from the Review Report and Library Strategic Plan 2020-2024 are significant due to the high usage experienced by the Library. The strategies and actions identified will enable more responsive service provision, enhanced communication and an improved environment to deliver library services from. For users of the Library the benefits of access to resources, educational and STEM opportunities, technology services as well as supportive social connection and interaction are expected to be enhanced through both immediate and long-term actions identified.

6. ENVIRONMENTAL IMPACTS

No immediate environmental impacts are anticipated, however if a Design Brief is approved relating to a new or upgraded Library facility, environmental impacts and opportunities would need to be considered on a case by case basis. There is an opportunity for a new Library building to be an exemplar building for the community in terms of sustainability and environmental design.

7. PUBLIC RELATIONS

As the recommendations all relate to initiatives that would enhance the user experience and effectiveness of the Library, it is anticipated that positive public relations would result from their implementation. Additionally, the report from Roger Henshaw provides a clear expert opinion with rationale for each recommendation.

With specific reference to the recommendation relating to the development of a design brief for a new or refurbished library, a communications plan and an appropriate level of community engagement would be key aspects underpinning the success of the design brief.

8. ATTACHMENTS

Attachment A – Alice Springs Public Library Strategic Plan 2020-2024
Attachment B – Alice Springs Public Library Strategic Review Report



Clare Fisher

MANAGER LIBRARY SERVICES, ALICE SPRINGS PUBLIC LIBRARY

Simon Duke

ACTING DIRECTOR COMMUNITY DEVELOPMENT



9.2

ALICE SPRINGS PUBLIC LIBRARY

STRATEGIC PLAN
2020-2024

Photo credit: Alice Springs Town Council



PREPARED BY

ROGER HENSHAW
CONSULTANCY SERVICES

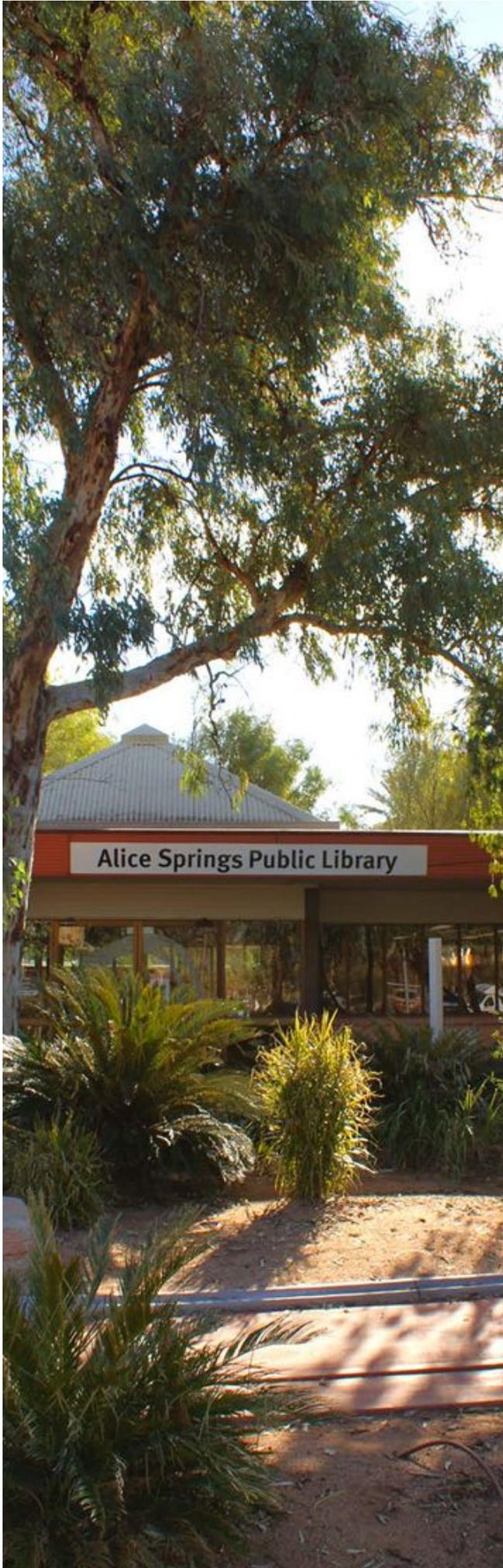
FOR

ALICE SPRINGS PUBLIC LIBRARY



**ACKNOWLEDGEMENT OF
COUNTRY AND
TRADITIONAL OWNERS**

Alice Springs Town Council respectfully acknowledges the past and present Central Arrernte traditional owners and custodians of Mparntwe Alice Springs.



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Public Art: Nevil Shute Books

9.2

Libraries have always been at the heart of the communities they serve and are an essential part of creating and maintaining an educated and literate population. But public libraries are at a turning point. The way we access and consume information has changed dramatically in the 21st century, and this presents major challenges and opportunities for public library systems across the world.

The advent of new technologies has changed some of our reading habits, but our need for shared, community-centred spaces to find information and connect with others is unlikely to change any time soon. To survive in the digital age and stay relevant, public libraries need to be flexible and innovative, embracing both the physical and virtual.

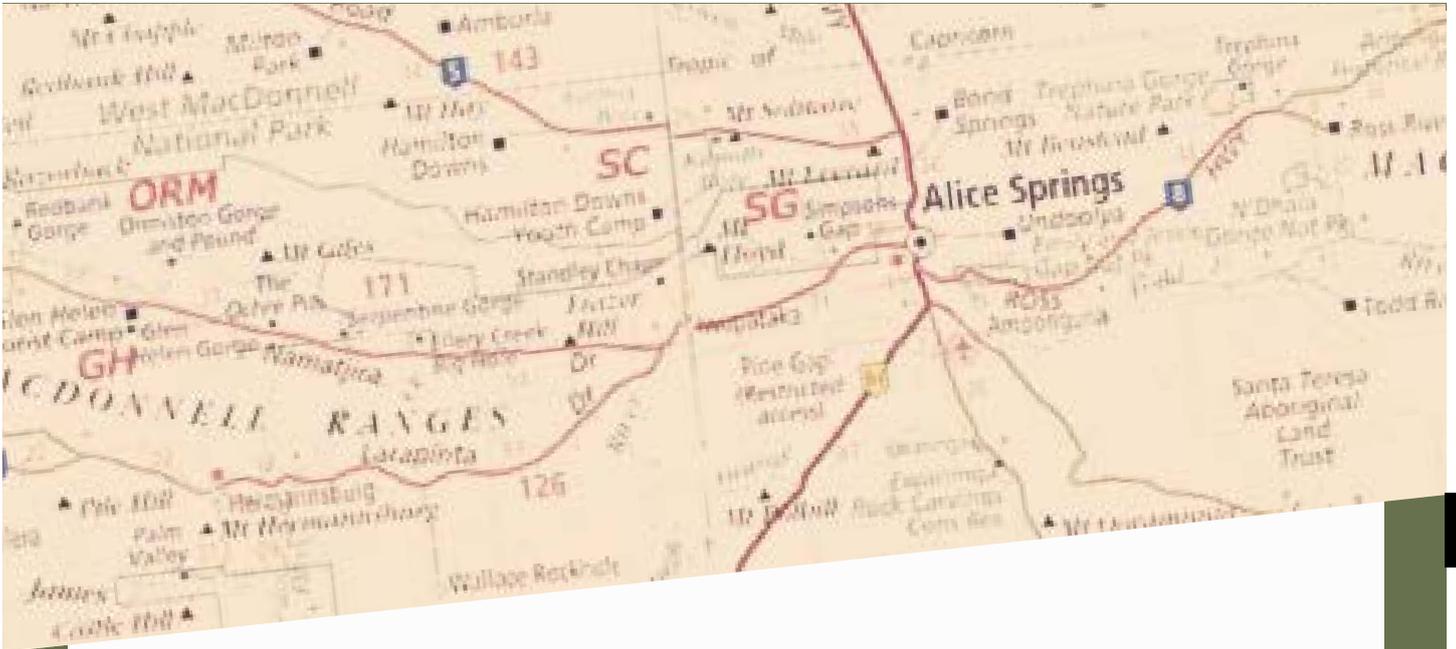
The recent Library Strategic Review identified the library building as the main challenge, i.e.:

- Lack of overall floor space (current library is 40 years old and is in need of expansion, modernisation or replacement)
- Cramped layout
- Climate control - internal (fresh air) and external (places out of the weather)
- Multi-purpose use e.g. noise control; lack of quiet spaces
- External connection - sight lines outside and inside
- Behavioural issues e.g. youth
- Facilities - particularly public toilets; meeting spaces; auditorium type spaces
- Communication - signage and symbols suitable for a diverse community e.g. signs in language; imagery or symbols that convey messages; locations etc.
- Marketing - need for segmented marketing and communication strategies

As a library service it is important to note that while the building is below size and design standards, there is:

- a high level of usage by the community (on average 600 visits per day)
- a high level of Indigenous use
- an evident level of community and Council partnership; and
- the library is well located
- the library is a trusted place
- the library staff are committed to delivering quality library services and programs to the community

1.



COMMUNITY SNAPSHOT

As the only public library in Central Australia, the Alice Springs Public Library not only services the municipality of Alice Springs, but also its' surrounding communities; around 41,000 people. The town is an important tourist hub and service centre for the surrounding area.

26,534
RESIDENTS

Alice Springs is the Northern Territory's second largest town with a current population of 26,534 (ERP 2018). It is a community that embraces its diverse cultural heritage, unique identity and desert environment.

18% of the Alice Springs population identify as Aboriginal or Torres Strait Islanders, and the Arrernte people are the traditional owners of the land. 23% were overseas born and 19% speak a language other than English at home. Central Australia as a whole has 42.4% of people identifying as Aboriginal. (ERP 2018)

42.4%
INDIGENOUS AUSTRALIANS

40%
HAVE TERTIARY QUALIFICATIONS

Over 40% of the population have tertiary qualifications (university or trade certification) and unemployment is low at 3%. (ERP 2018)

ALICE SPRINGS TOWN COUNCIL

VISION

A vibrant and thriving community that embraces our culture, diversity and environment.

MISSION

Through leadership and innovation, we provide local government services and we enable and advocate for our community.

Integrity

Honesty and commitment to the community underpin all we do.

Service

Council achieves excellence, quality and pride-of-service through common sense, compassion and courtesy

Responsiveness

Council is responsive to the needs of the community

Involvement

Council provides pathways for participation and is accessible to the community. It also supports others who work to involve people to better our community

Responsibility

Council acts responsibly and with integrity in the interests of the community and public safety

Equity

Council will treat and provide services to the community in an equitable manner

Governance

Council will demonstrate good governance through its rigorous, transparent and financially and environmentally accountable decision-making processes

ALICE SPRINGS PUBLIC LIBRARY

MISSION

We create an inclusive space that provides and promotes lifelong learning opportunities for our community to explore, discover and connect with each other and the world.

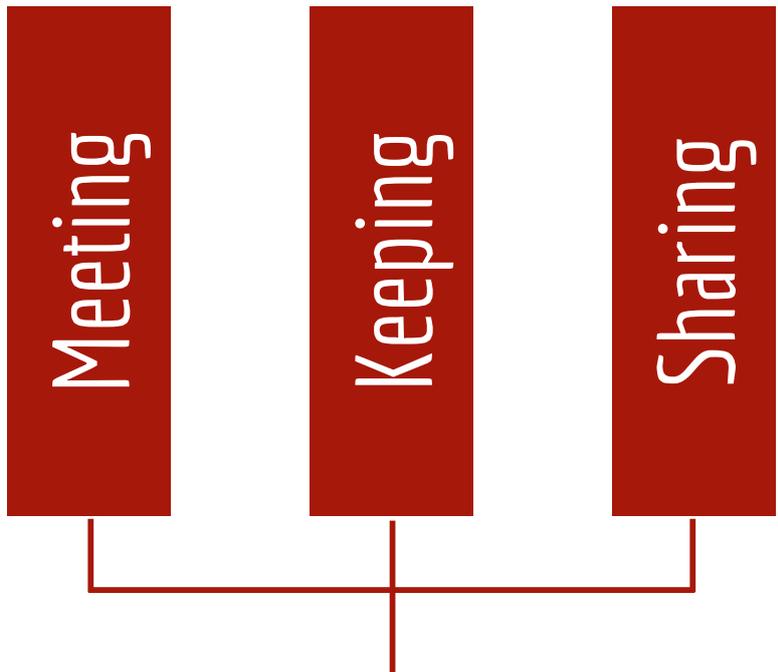
OUR AIM

Alice Springs Public Library is a community space for Meeting, Keeping and Sharing.

1. Accessible
2. Inclusive
3. Welcoming
4. Relevant and current
5. Innovative and creative
6. Community focused

OUR VALUES

9.2



Catalyst + Connector + Flexible + Adaptable

**CREATING A SENSE OF OWNERSHIP AND BELONGING;
AND A PLACE THAT CREATES OPPORTUNITIES FOR
SOCIAL CONNECTION AND LEARNING**

4.

OUR STATEMENT OF PURPOSE

THE LIBRARY AS A MEETING PLACE

A neutral space open to all, where people - no matter their cultural background or beliefs - can meet together informally and formally for purposes as diverse as talking to friends, educational programs and activities, recreational programs and activities, or a place to discuss and consider public issues.

A place that recognises the importance of all our stories and histories and records and documents those stories and histories so they are not lost to current and future generations.

THE LIBRARY AS A KEEPING PLACE

THE LIBRARY AS A SHARING PLACE

A place where everyone can share their stories, histories and ideas; and a place that helps us remember; a place that showcases our creativity through art, music, stories and histories.



Alice Springs Public Library
Akalye Antheme (Giving Knowledge) Collection

HOW WE WILL ACHIEVE OUR PURPOSE

THE LIBRARY AS A CATALYST



The Library will act as a catalyst for community access to information, and learning through contemporary services, programs and collections; the learning, use and exploration of new technology, community focused learning and recreational activities.

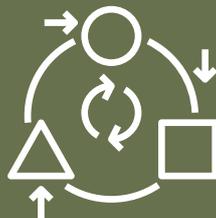
It will also facilitate the creation of content that will enhance community knowledge, and the ongoing discovery of our past, present and future

The Library will act as a connection and anchor point for the local community through the delivery of targeted and interactive programs, activities and events; and through the provision of multi-functional spaces, access to innovative technology, reputable information sources and the Internet.

THE LIBRARY AS A COMMUNITY CONNECTOR



A FLEXIBLE AND ADAPTIVE LIBRARY SERVICE



The Library will provide flexible and adaptive services, staff, spaces (buildings / infrastructure) and technology to support the diverse needs of the local community.

The Library's purpose rests on its key foundation and role as a meeting, keeping and sharing place.

The Library will provide inclusive, accessible and welcoming services that actively support the community.

IMPLEMENTING OUR PLAN

THE FOLLOWING CAPABILITIES & ATTRIBUTES WILL UNDERPIN THE LIBRARY'S ABILITY TO ACHIEVE ITS MISSION AND AIM

1. Clear and regular communication
2. Support, encouragement and respect
3. A happy and cohesive workplace
4. Internal Council partnerships and collaboration
5. The provision of welcoming spaces and service for our community; and
6. Responsiveness to changing community needs and expectations

9.2

OUR NETWORK AND ASSOCIATIONS

The Library is a member of the NT Public Library Network and maintains strategic relationships with the following key organisations and associations:

- Library and Archives NT (LANT)
- Australian Library and Information Association (ALIA)
- Public Libraries Australia (PLA)



CURRENT STATE & FUTURE FOCUS

WHERE ARE WE NOW?

Key Review Findings:

- The library does not meet current public library building standards in regard to space and to a lesser extent accessibility and would benefit in the short term from some reconfiguration of the floor space; and a new and expanded floor space in the medium term [1]
- High levels of usage are impacting on the amenity of the space, for example, the public toilets do not have the capacity for the 600 visitors (on average) per day; furniture and fittings are, in many cases, showing signs of wear and tear
- There is insufficient access to public technology i.e. demand is outstripping capacity; and public WiFi is inadequate for contemporary usage
- Opening hours are adequate but should be considered for expansion or re-allocation based on community feedback (expressed need)
- Library collections are to a good standard - including the selection and management of high demand materials; electronic collection materials are very popular
- Internal partnerships need to be strengthened e.g. with Council Communications and IT
- The library's communication to the community would benefit from a more contemporary approach including the development of a targeted / segmented communication and marketing plan e.g. better use of social media; an updated and interactive website; a library app and face to face outreach
- There is a need for a more strategic approach to the delivery and promotion of youth services and spaces - especially for disenfranchised youth (a whole of Council issue)

[1] Recommended service-based floor space, incorporating staff area, public areas, utilities and amenities is approximately 3000-4000 m². A space this size would also allow for integration of exhibition / gallery and cafe spaces.

WHERE DO WE WANT TO BE?

IN THE FUTURE, THE LIBRARY WILL BE A MEETING, KEEPING & SHARING PLACE THROUGH:

- Creation of multi-purpose spaces and places that best serve the diverse needs of the community; spaces that are inclusive, welcoming, dynamic and relaxing
- Being connected to a larger youth space and youth services network (including Council services)
- Being more visible in the community through outreach programs, a higher media profile and better community signage / communication. Outreach to include services to the aged; schools; community centres, town camps etc.
- A planned approach to the development and delivery of library programs and events - this will include the development and measurement of programming outcomes (what we will be doing; why we are doing it, how we will deliver it, and when we will deliver it)
- Strengthening working relationships with key groups and partners
- Having every 'household' a library member
- Strong and constructive collaborations with Council and key Council sections
- Becoming Council's 'flagship' facility for sustainable practice and innovation

9.2

WE WILL ENSURE THAT:

HOW WILL WE GET THERE?

- A library building design brief is developed for planning and budgeting purposes; one that ensures the construction of a large, active, flexible and adaptive library space for the community; one that considers the needs of a diverse community, and prioritises inclusivity
- All planning includes a sustainability strategy i.e. projects, events and services
- A marketing and communication plan is developed; a plan that provides targeted strategies for all major library stakeholder groups; and that considers both their service needs and demands
- All library programs (where practical) have understood, measurable and reportable outcomes
- Development of staff is prioritised and aligned with the Library's aims

9.

AREAS OF STRATEGIC FOCUS



Infrastructure

Contemporary library facilities that meet or exceed the spatial and service needs of the community.

Community Connection

Inclusive and community focused services, programs, collections and technology that builds connections and a sense of shared identity.

Partnerships

Collaborative partnerships that benefit the Library service, its customers, Council and the community.

Communication and Marketing

Targeted and effective marketing and communication strategies that build community recognition, knowledge, and usage of services, programs and facilities.

Staff Capability and Capacity

A Library that supports flexible and adaptable service delivery through fostering a team culture of learning, growth and professional development

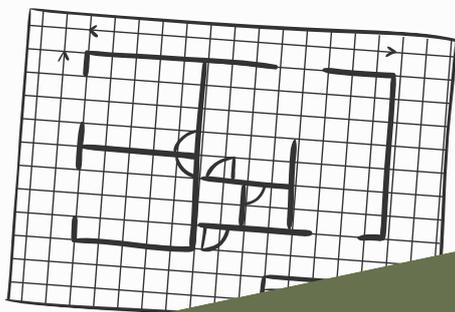


INFRASTRUCTURE

Background and Context

The current building is 40 years old and has been renovated, refurbished and extended in this period. The building is now at a point that surpasses its capacity to comfortably deliver the space and contemporary features required for its current level of usage, and the future levels of use by the community.

The library floor space is too small when compared to Australian Public Library standards which is further exacerbated by the need to provide multi-use spaces and places within the building; and the high levels of continuous people traffic per day. On a positive note, despite its lack of space, the library service currently provides a good cross-section of contemporary services and programs.



Building Metrics

Public Floorspace: 968.5 sq. metres
 Staff Floorspace: 131.5 sq. metres
 Total Floorspace: 1100 sq. metres

Building Timeline

- 1980 Library Opening (19 October 1980)
- 2012 Extension and refurbishment
- 2013 Asbestos removal
- 2014 Library workroom renovation
- 2016 Staff kitchen renovation
- 2017 Public toilet renovation
- 2017 Meeting Room kitchenette renovation

INFRASTRUCTURE **MAJOR CHALLENGES** (AS IDENTIFIED IN THE 2020 LIBRARY REVIEW)

- Cramped layout and inadequate space to grow
- Noise control - the need to provide both quiet and active spaces for general use
- Climate control / air circulation
- Visibility & line of sight
- Public toilets - limited number and do not meet modern Australian standards
- Lack of programming space
- Youth services - insufficient space
- Flexibility and adaptability of spaces
- Access to Technology
- WiFi speed
- Entry point - welcoming shade and seating for patrons

9.2

INFRASTRUCTURE **GOAL**

**CONTEMPORARY LIBRARY FACILITIES
THAT MEET OR EXCEED THE SPATIAL AND
SERVICE NEEDS OF THE COMMUNITY**

INFI A NEW LIBRARY BUILDING THAT IS
WELCOMING, ACCESSIBLE, RECOGNISES
DIVERSITY, REFLECTS THE LAND AND THE
PEOPLE, MULTI-PURPOSE, ENGAGING AND
RELAXING.

INFRASTRUCTURE **OBJECTIVE**



10
12.

INFRASTRUCTURE STRATEGIES

Short to Medium Term (6 months-2 years):

- Refurbish existing building
- New external signage (with the addition of text in local indigenous languages and communication symbols / images)
- Public art (mural project currently underway)
- Improved shade and seating at entrance
- Repurpose an existing building within the CBD as a youth collections and services facility.
- Following relocation of the youth services, the spaces within the library be reconfigured, to provide a quiet reading area and increased space for public PCs
- Establish a community garden, with a focus on native food and medicine plants

Long Term (2-3 years):

- Design brief for a new library for planning and scoping purposes. Industry best practice would indicate that floorspace of 3,000m² to 4,000m² would be required to meet the needs of current and future service provision
- Identify location i.e. evaluate current and alternative sites
- Co-design - engage our community in the redesign of our building e.g. inclusions, feel, spaces etc. i.e. public comment and submissions on a draft design brief; community workshops with different groups to ascertain their views (community library survey results should also feed into this process)
- In any future relocation or refurbishment of library buildings, consideration be given to potential integration with cultural and community agencies or commercial enterprises, for example leasing space to a cafe. Lease income could be used by the Council to offset the running costs of the library.
- Review contemporary public library design examples as part of the planning process
- Incorporate environmentally responsible and sustainable design elements

INFRASTRUCTURE ACTION PLAN

1

KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
Plan, scope & design a brief for a new Alice Springs Public Library	Complete detailed library building design brief for further consultation and planning purposes	Design Brief for architectural design, fit-out and budgeting purposes	Jul 2020 – Feb 2021

INFI

- Investigate contemporary public library design
- Identify potential location for new library facility
- Co-design with community through consultation process
- Investigate environmentally responsible and sustainable design elements
- Co-location with other services / activities
- Consider public art inclusions in library design process

2

KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
Refurbish existing Library building & hardware	Invest in refurbishment and renovation of current building	Refreshed & vibrant library space for improved user experience and increased well being	Jul 2020 - Sep 2020

INFI

- Improved shade and seating at entrance
- Reconfigured library spaces, to provide a quiet reading area and increased space for public PCs
- New signage - explore the creation of signage in key local languages
- Fresh paint, carpet and furniture
- Improvements to air-conditioning and ventilation
- Upgrades to Library self-service system hardware
- Improved landscaping of the Nevil Shute Memorial Garden (front entrance)

3

KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
Repurpose a building in the CBD as a multi-agency youth service*	Cost and seek project approval Liaise with Youth Agencies	Expanded and improved youth service facilities	Jul 2020 - Sep 2020

INFI

*Priority and longevity pending decision regarding a new library

Woollahra Library, Sydney Australia





COMMUNITY CONNECTION

Drum-Atweme
Reconciliation Week Celebrations 2019

Background and Context

Libraries belong to the community and are central to it. They are open to all and provide essential services to help local communities thrive. From internet access and homework help, to children's activities, digital services, and a range of learning and recreational programs, libraries offer vital resources to address community needs, and they are a place where the community gathers.

The range of services, spaces and programs offered by a modern public library continues to expand and change. Public libraries have gone from being passive providers of information, to places of active learning and connection where the community can turn information into knowledge; meet, explore and create. Community programming is an important social connector - serving both recreational and informational purposes. It is vital that future programming meets certain basic criteria:

- Fosters social wellbeing and connection
- Facilitates lifelong learning, including digital inclusion / wellbeing programming
- Supports community education
- Supports recreation, local heritage / culture and the arts
- Is welcoming and inclusive

Community connection can be facilitated and encouraged both within the library and beyond i.e. via programs, outreach, marketing and promotion and partnerships. It is also important to have good library design and configuration to create spaces that are conducive to social connection and interaction. Community learning and connection is supported by a wide range of library programming, events and activities.

COMMUNITY CONNECTION CONT.

The Library currently provides a medium level range of programs, including regular children's programming. The ongoing development of programming, especially on topics of local interest, author talks etc. will be crucial to the library's ongoing relevance. While current programming and events are based on clear planning and identified outcomes that benefit both the individual and the community - any enhancement of, or growth in, programming is not possible within the current space.

Increasingly, digital technologies are an everyday part of life. People are required to interact with each other, with services and with the government online, but not everyone in Alice Springs has digital access, connectivity or the knowledge required to do this. Others have access to technology, but do not know how to use it effectively, while some people have a basic understanding, but are seeking to improve their skills and discover new technologies. The Library can, and does, endeavour to help bridge the digital divide to ensure that no one is left behind. Technology is changing the ways in which we learn, connect, recreate, and collaborate. As this change continues, it is vital that everyone has access to the kind of technology that suits them, and a chance to develop their digital skills. Contemporary library services and effective use of technology by the community should go hand in hand to maximise the digital wellbeing of the community.

The Library will need to further develop its online presence through the Council website, and through the ongoing expansion of digital services and resources. The library has a continued and ongoing role to explore technologies that support social connectedness.

9.2

**COMMUNITY CONNECTION
GOAL**

INCLUSIVE AND COMMUNITY FOCUSED SERVICES, PROGRAMS, COLLECTIONS AND TECHNOLOGY THAT BUILDS CONNECTIONS AND A SENSE OF SHARED IDENTITY.

**CC1
INCREASED LIBRARY SERVICE VISIBILITY THROUGH OUTREACH PROGRAMS**

**CC2
A SERVICE WITH ENGAGEMENT THAT, THROUGH CONSULTATION, ACTIVELY REFLECTS LOCAL NEEDS AND OFFERS OPPORTUNITIES FOR THE COMMUNITY TO CONNECT, LEARN AND MEET**

**CC3
ENHANCED ACCESS TO LIBRARY SERVICES AND RESOURCES FOR ALL COMMUNITY MEMBERS INCLUDING DIGITAL INCLUSION, EDUCATION & WELLBEING FOR THE COMMUNITY OF CENTRAL AUSTRALIA**

**COMMUNITY CONNECTION
OBJECTIVES**

16.

COMMUNITY CONNECTION STRATEGIES

- Community engagement in the development and delivery of programming
- Development of a multi-purpose activity space (pending new library building)
- Development of an outdoor / indoor space
- Investigation and assessment of a library cafe
- Investigation and development of a library community outreach program (activities, services, pop-up etc.), including information services to Council, services, activities and programs for schools, and collaborative programs
- Access to, or purchase of, a multi-purpose library outreach vehicle
- Development of a community-focused and informed programming plan and schedule including areas of focus, desired outcomes and performance measures such as why, how, when and for whom
- Development of a Digital Services and Management Plan
- Build digital equity and wellbeing through the provision of equipment and activities that facilitate skill development amongst otherwise technologically isolated groups in the community.
- Encourage digital creativity through the provision of opportunities for shared learning and skill development in the creative arts utilising technologies
- Ensure collection layout and presentation are included in a new facility design brief

9.2



17.

COMMUNITY CONNECTION ACTION PLAN

1

KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
Development of the library community outreach program	Assess service and program options that can be delivered externally. Implement program.	Extended community reach and engagement Increased library service visibility	July 2020 - Dec 2020
<ul style="list-style-type: none"> • Purchase of a multi-purpose library outreach vehicle • Deliver selected services and programs in the community 			

2

KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
Embed community engagement, collaboration and consultation in program planning	Create engagement tools to enable community input into programs, collections & future planning	A service that is responsive and actively reflects local needs	Ongoing
<ul style="list-style-type: none"> • Annual survey / engagements to obtain community input into program options and planning • regular targeted selection events; online suggestion form; annual collection needs survey • Develop desired program outcomes and measures • Develop communication strategy to inform, and promote to, the community 			

3

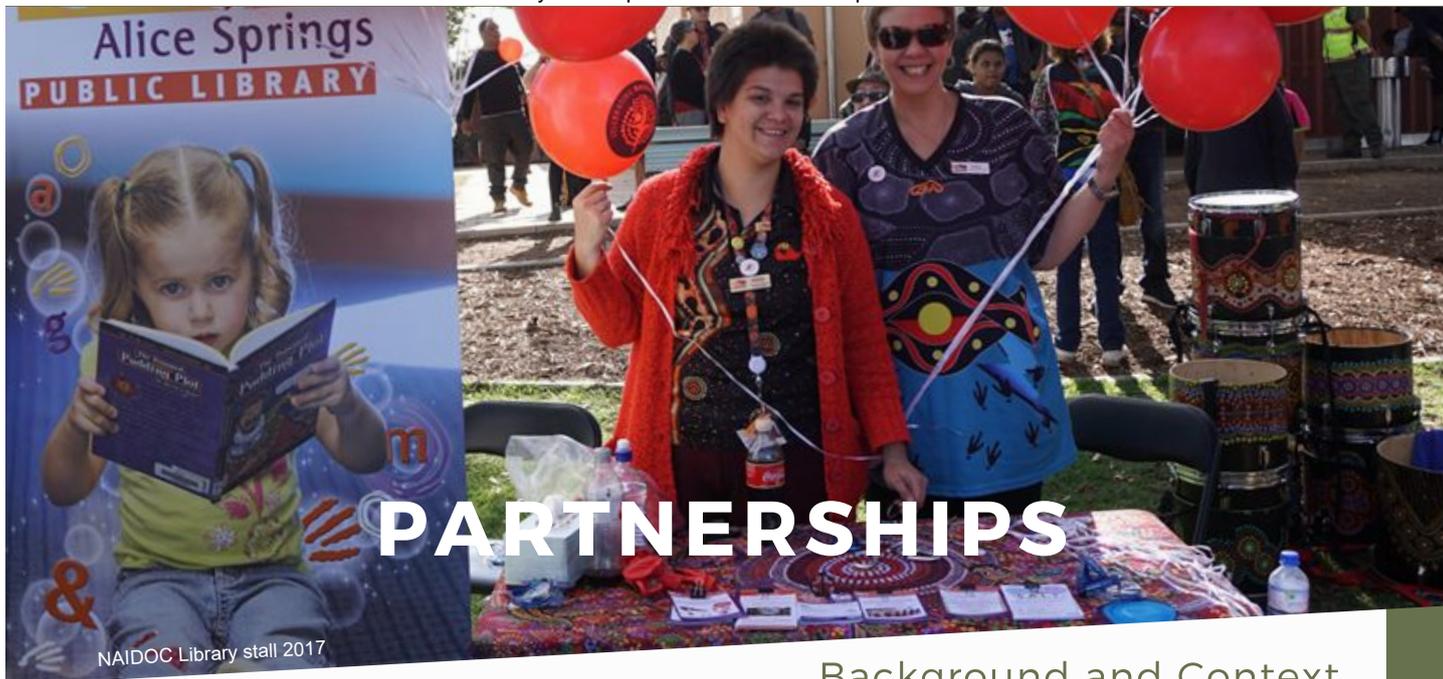
KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
Development of a multi-purpose activity space*	Include in library design brief: Café, Outdoor / indoor space, Maker Spaces, Digital Hub	Enhanced opportunities for the community to connect, learn and meet	Jul 2020 - Feb 2021
*Pending new library building			

4

KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
Investigate enhanced service delivery methods	Review and research suitable best practice for library services identified in 2020 Library Review	Enhanced access to library services and resources for all community members	Ongoing
<ul style="list-style-type: none"> • Review opening hours, and trial earlier opening hours • Review membership requirements • Invest in smart technology e.g. iPads for staff, wireless printing/scanning etc. • Invest in borrowable technology for use by customers e.g. iPad/laptop or notebook 			

5

KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
Develop a Digital Services and Management Plan	Implement a Digital Services and Management Plan	Digital inclusion, education and wellbeing for the community	2022
<ul style="list-style-type: none"> • Community based digital literacy, wellbeing and inclusion strategies • Review of current / contemporary public library digital service options, standards and guidelines • Communication and promotion of digital services • Policies, procedures and protocols (public use) • Performance outcomes and measures 			



Background and Context

Creating a range of partnerships is essential if the Library wishes to continue to be relevant and viable into the future. The combining of skills and resources gives partners a greater capacity to deliver agreed upon goals than either party on its own. Partnerships can also be developed with community associations/groups, local schools, volunteers and library supporters and advocates. Internally, the library needs to build and maintain partnership with various areas of Council - especially those focusing on community development, media, culture, heritage, youth, and the aged; and also, with Council's technology (ICT) Unit.

The Library can help increase its visibility, grow membership and increase the range of service and program offerings through the establishment of formalised, meaningful and practical partnerships. These partnerships need to have benefits for all parties, but in particular for library users and the community as a whole.

PARTNERSHIPS GOAL

COLLABORATIVE PARTNERSHIPS THAT BENEFIT THE LIBRARY SERVICE, ITS CUSTOMERS, COUNCIL AND THE COMMUNITY

PARTNERSHIPS OBJECTIVES

P1

IMPROVED VISIBILITY OF SERVICES & PROGRAMS RESULTING IN INCREASED ATTENDANCE, COMMUNITY PARTICIPATION AND BENEFICIAL PARTNERSHIPS

P2

VOLUNTEER ROLES ARE DEVELOPED AND PROMOTED AS PARTNERS AND COLLABORATORS

P3

IMPROVED INCOME AND COMMUNITY INVESTMENT OPPORTUNITIES

PARTNERSHIPS STRATEGIES

- Develop partnership and collaboration guidelines and prospectus - this could also include sponsorship
- Seek partnership and collaboration opportunities with individuals and entities that would provide benefit to the library and enhance or support the ongoing delivery of Library services and programs e.g. partnerships with commercial enterprises; participate in specific joint projects etc.
- Acknowledge and formalise existing partnerships; and potential network relationships through:
 - the development of Memoranda of Understanding with key stakeholder groups and organisations, particularly in the education and community sectors e.g. schools;
 - incorporating partnerships into annual business, marketing and strategic action planning
- Investigate and evaluate commercial partners e.g. a cafe
- Develop targeted volunteer roles, and volunteer support policy and procedures

9.2



20.

PARTNERSHIPS ACTION PLAN

1

KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
Create Partnership and Collaboration Strategy & Prospectus P1	Develop guidelines and MOUs aligned with Council's governance policies	Increased attendance and community participation. Increased service and program visibility	2021-2022

- Investigate program partnerships such as:
 - Other Council Departments e.g. Children's Storytime at the Council Works Depot
 - Local Indigenous organisations
 - Bookshops
 - Local groups and organisations e.g. CWA, U3A, Men's Shed etc.
 - Health and Wellbeing programming and support resources for the community

9.2

2

KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
Incorporate partnerships into annual business, marketing and strategic action planning P1	Beneficial partnerships and collaborations are considered in all service and program planning	Resourcing benefits for selected library services and programs; and for library partners	Jul 2020 - Feb 2021

3

KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
Include volunteer roles as part of overall library strategy P2	Develop targeted volunteer roles, and volunteer support policy and procedures	Volunteer roles value-add to library services and increase community connection and skills	2021-2022

4

KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
Commercial partner opportunities considered in new or redeveloped library P3	Investigate and evaluate commercial opportunities	Income opportunity Improved service availability for patrons / community	2022

- Café, child care etc. as part of library redevelopment / rebuild strategy
- A partnership or sponsorship arrangement be considered with local booksellers (e.g. a percentage of sales goes towards library purchases; library member discount)

Library partnership with CAYLUS and Gap Youth Caseworkers
Photo credit: Centralian Advocate 2019



21.



Background and Context

The Library needs to be more visible in the community - this includes the capacity to attract higher levels of usage by current members, to grow membership and to attract non-users. Those who use the library service currently understand the importance of the service and the key role library staff play in maximising its usage and providing great customer service.

To be proactive in communicating and promoting library activities, resources, programs and events takes time and commitment and currently the library's ability to actively market itself is limited. The development of a segmented communication strategy, working within capacity and with Council's Media and Communication Unit, will be fundamental to increasing the Library's visibility and usage.

Key areas of community focus include:

- Growing library service visibility (externally and internally)
- Promotion of key activities e.g. programs, collections, membership, access to technology etc.
- Measuring and evaluating communications (effectiveness, reach etc.)
- Installation of 'eye catching' directional and informational signage
- Redevelopment of the library's online presence
- Maximising available communication services, including the web, social media, local media and online marketing tools
- Community engagement in service and program evaluation and design (satisfaction, collection preferences etc.)

COMMUNICATION & MARKETING GOAL

TARGETED AND EFFECTIVE MARKETING AND COMMUNICATION STRATEGIES THAT BUILD COMMUNITY RECOGNITION, KNOWLEDGE, AND USAGE OF SERVICES, PROGRAMS AND FACILITIES.

COMMUNICATION & MARKETING OBJECTIVES

9.2

CM1

DEVELOP A LIBRARY MARKETING AND COMMUNICATION STRATEGY THAT INCREASES AWARENESS OF THE LIBRARY AND ITS SERVICES

CM2

INCORPORATE A COMMUNICATION PRACTICE THAT IS ALIGNED WITH COUNCIL POLICY AND PROTOCOLS TO EFFECTIVELY TARGET KEY USER GROUPS

CM3

REDEVELOP THE LIBRARY'S WEBSITE TO BETTER ALLOW EFFECTIVE ONLINE COMMUNICATION & COMMUNITY ENGAGEMENT & CONSULTATION

COMMUNICATION & MARKETING STRATEGIES

- Development of a Library Marketing and Communication Strategy, partnering with Council's Media and Communication Unit to ensure communication policies and protocols are met
- Targeted approach to marketing, communication and community involvement to ensure the library's services are responsive and effective
- Redevelopment of the Library website, including community engagement tools such as "Have Your Say", for program and collection suggestions

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23.

COMMUNICATION & MARKETING ACTION PLAN

1

KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
Develop Library Marketing and Communication Strategy	Partner with Council Media Unit to develop library marketing & communication strategies	Communication practice aligned with Council policy and protocols	2020-2021

CM1

2

KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
Targeted approach to marketing the library, its programs and services	Develop segmented communication strategies i.e. for selected target group(s)	More effective communication to increase awareness of the library Increased membership	2021-2022

CM2

3

KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
Targeted community engagement	Create engagement tools to enable community input into programs, collections & future planning	More responsive and effective programs & services	Ongoing

CM2

- Extend the Library's social media presence
- Set membership targets (e.g. every new baby registered and provided with an early literacy pack; all kindergarten children registered; new residents' information pack contains library card which just needs validating etc.)
- Consider an 'everyone a member' policy e.g. all ratepayers and families are automatically library members, activated on initial use
- Consider the introduction of a Council card e.g. identification for use of selected Council services, such as the library and swimming pool

4

KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
Redevelop the Library website	Scope project – identify key changes and include community engagement tools	Effective online communication and community engagement	2021-2022

CM3

9.2



Alice Springs Public Library Facebook Page



Children's Book Week 2017

STAFF CAPABILITY & CAPACITY

9.2

Background and Context

With the role of public libraries changing, it is important that staff skills change and develop too. As well as excellent customer service and research skills, staff need a high level of technological and digital knowledge; they need the skills to foster partnerships and collaborative opportunities; and they need to be able to offer a range of creative learning opportunities.

It is therefore critical that staff engage in continuing professional development to keep pace with the constant change libraries are facing. Over time libraries need to ensure that staff skills align with the needs of the community and the services being offered.

WORKFORCE DEVELOPMENT PLANNING INCLUDES:

- **UNDERSTANDING OF CURRENT WORKFORCE, ROLES AND RESPONSIBILITIES**
- **IDENTIFYING THE CAPABILITIES, COMPETENCIES, CAPACITY AND EXPERIENTIAL GAPS AND CHALLENGES**
- **FORECASTING FUTURE WORKFORCE REQUIREMENTS**
- **DEVELOPING STRATEGIES AND ACTIVITIES TO BRIDGE ANY IDENTIFIED GAPS**

25.

STAFF CAPABILITY & CAPACITY GOALS

1. A LIBRARY THAT SUPPORTS FLEXIBLE AND ADAPTABLE SERVICE DELIVERY

2. A CULTURE OF LEARNING AND GROWTH (STAFF LEARNING AND DEVELOPMENT)

SCC1

ADOPTION OF A MEASURABLE LIBRARY WORKFORCE DEVELOPMENT PLAN IN ORDER TO PROVIDE OPTIMAL LIBRARY STAFF EXPERIENCE, TRAINING AND RECRUITMENT PROCESSES.

STAFF CAPABILITY & CAPACITY OBJECTIVES

SCC2

AN ADAPTABLE LEARNING CULTURE THAT SUPPORTS A KNOWLEDGEABLE, EQUIPPED AND EXPERIENCED LIBRARY TEAM

STAFF CAPABILITY & CAPACITY STRATEGIES

- Research and prepare a Library Workforce Development Plan that supports the Library's strategic directions and operations (in consultation with Council's Human Resources team, and with reference to ALIA Staffing Standards, Guidelines and Remuneration)
- Ongoing review and development of the library structure to ensure and support flexible and adaptable service delivery, with the appropriate number of skilled staff
- Encourage a staff culture of learning and growth that encompasses digital literacy/technology, customer service, community engagement, event management and servicing and supporting a diverse community
- Staff development is included as part of all project and event planning; and as part of the annual library budget



CEO Staff Coffee Morning 2019

26.

STAFF CAPABILITY & CAPACITY ACTION PLAN

1

KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
SCC1 Create a Library Workforce Development Plan that supports strategic directions and operations	Scope, research and prepare in consultation with HR, Library staff & reference to ALIA Staffing Standards	An adopted and measurable Library Workforce Development Plan	2021-2024

2

KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
SCC1 & 2 Ongoing review and development of the library structure	Align structure and training to best manage the delivery of the library strategy	Optimal library staff experience, training and recruitment	2021-2024

3

KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
SCC2 Foster a staff culture of learning and growth (Permanent & Casual staff)	Annual library Business and Training Plans Identify training opportunities	Up to date, knowledgeable and experienced library staff An adaptable learning culture	2021-2022

- Digital literacy/technology
- Customer service
- Community engagement
- Event management
- Servicing and supporting a diverse community

4

KEY STRATEGY	ACTION	OUTCOME	TIMEFRAME
SCC2 Staff development included as part of the annual library budget	Develop an annual training schedule that supports Library Workforce Development Plan	A well trained and experienced staff Planned and budgeted resourcing	Ongoing

- Include professional development opportunities in library projects and event planning
- Consider experiential placements in other areas of Council or inter-state library services that would provide learning benefit to the library and the delivery of the library strategy





9.2

PREPARED BY
Roger Henshaw
Consultancy Services
DECEMBER 2019

THIS DOCUMENT WAS CREATED WITH
SUPPORT FROM THE NTG BUSINESS
GROWTH PROGRAM



Alice Springs Public Library

Strategic Review Report

9.2



Report prepared by:



Version - Final | 10 March 2020

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Executive Summary

Libraries have always been at the heart of the communities they serve and are an essential part of creating and maintaining an educated and literate population. But public libraries are at a turning point. The way we access and consume information has changed dramatically in the 21st century, and this presents major challenges and opportunities for public library systems across the world. The advent of new technologies has changed some of our reading habits, but our need for shared, community-centred spaces to find information and connect with others is unlikely to change any time soon. To survive in the digital age and stay relevant, public libraries need to be flexible and innovative, embracing both the physical and virtual.

In recognition of this need to innovate and change to meet community needs and demands, Alice Springs Town Council contracted Roger Henshaw Consultancy Services to work with them to review their library's current service delivery model and to develop a new strategic direction. As a result of the research and consultation, two reports have been prepared:

1. *Strategic Review Report* (this document), sets the background, and includes an evaluation of the current service delivery model, including findings and recommendations, an environmental scan of the public library sector, and an overview of Alice Springs Public Library. This report details the legislative and professional context within which the library operates, and then examines new and emerging trends in the sector. It includes a review of the current demographics of the region, detailing the impacts on the library service, and concludes with a brief comparative performance review, benchmarking Alice Springs Public Library against some of its peers.
2. The *Library Strategic Plan* provides planned goals, objectives, strategies and actions to guide Alice Springs Public Library's delivery of its vision for the future.

Summary of Recommendations

Infrastructure

As demand for the library service has grown and the range of activities and programs has expanded, the current space is no longer adequate and there is limited capacity to offer more services. There is also expressed demand (as highlighted in the community consultation) for quiet spaces, more lounge and study spaces, meeting rooms, and more technology. Staff work areas are also cramped and the layout could be improved.

It is recommended that:

1. Council begins planning for a new, or expanded, Library by:
 - a) Preparing an overall Development Plan for library services into the future, informed by the Library Strategy, relevant Council planning documents, and the community consultation already undertaken;
 - b) Undertaking comprehensive needs assessment / design brief (currently in progress by the Manager Library Services) to determine the needs of a new library, and what services it should offer; and
 - c) Assessing potential sites for a new library against locational criteria (see Attachment 1 for Location Analysis Matrix); and or capacity for expansion of the current site
2. In the short to medium term, the current library be refurbished including:
 - a) New external signage (with the addition of text in local indigenous languages and communication symbols / images)
 - b) Public art
 - c) Improved shade and seating at entrance
 - d) Review of the Library's cooling and air-ventilation systems (this work will commence shortly (Feb 2020), including adjustments to the air curtain and the installation of fans)
3. The Library repurposes the Tourism Central Australia building, adjacent to the former library entrance (already identified for consideration) as a youth collections and services area, connected to the library via a covered walkway and entered through the library.
4. Following relocation of the youth services, the spaces within the library be reconfigured, to provide a quiet reading area and increased space for public PCs.

See results of the online Library Building Assessment Report conducted by Roger Henshaw Consultancy Services here: <https://bit.ly/2tu0ZB2>

Accessibility

The library is reasonably accessible and meets most standards e.g. shelving heights, with a few areas identified for improvement. Some shelving is too close together, and the bottom shelf is used in some instances (difficult to access for some people). Note that bottom shelves should be no lower than 300mm for adult shelving to reach comfortably without excessive bending. Australian public library standards and guidelines indicate a maximum shelving height of 1.6 m for adults; and 1.2 m for children.

Wheelchair or mobility device access in some areas is difficult due to 'at capacity' collection shelving layout and furniture design and layout e.g. the current arrangement in the public technology area. Access standards indicate that the space between shelving aisles be a minimum of 1.5 metres; and that doorways be at least 850mm wide with ample circulation space on both sides of a doorway.

Current furniture and fittings don't maximise accessibility, especially for older patrons e.g. ease of getting into and out of an armchair.

Public toilets don't meet all accessibility standards, especially in regard to space; right and left hand mobility, alarms etc.

It is recommended that:

1. Consideration be given to installation of appropriate assistive technology e.g. adjustable height workstations, large key keyboards, text magnifiers, small personal trolleys for book selection etc. For more details see the Assistive Technology Australia website <<https://at-aust.org/>>
2. Mobility access is given a priority in the design of all library spaces and wherever possible / practical access standards are exceeded

9.2

Environmental Sustainability

There is a growing trend in new public library developments to minimise their environmental impact through eco-friendly design and systems. Existing facilities can incorporate retrofitting of additional solar panels and water recycling systems. As a flagship and well used service of Council, it is important that the library be used as both an example and a platform to showcase environmental practice and technologies.

It is recommended that:

1. Environmental systems and practices be considered in any major refurbishment/relocation of the Library in the future. An environmentally responsible and sustainable building and service could include, for example:
 - a) Large-scale harvested rainwater system (installation of tanks) for water recycling e.g. flushing toilets.
 - b) Irrigating adjacent park and gardens, and fire control
 - c) Installation of solar panels and batteries to decrease dependence on grid power
 - d) Better ventilation - installation of a VAV (Variable Air Volume) air-conditioning system that can provide more access to outside air and optimise the rate of 'air change'
 - e) Green walls
 - f) Automated lighting and security systems (where not already fitted e.g. toilet facilities)

Co-Location / Shared Services

Libraries generate a high level of footfall, and capitalising on this large audience through integration with other cultural services, for example a gallery, museum or heritage centre, is of mutual benefit.

It is recommended that:

1. In any future relocation or refurbishment of library buildings, consideration be given to potential integration with cultural and community agencies or commercial enterprises, for example leasing space to a cafe. Lease income could be used by the Council to offset the running costs of the library.

Outreach (A Supportive and Inclusive Community)

The library has left the building!

It is recommended that the Library:

1. Investigate and evaluate additional ways to take the library out to the community. This could include, for example:
 - a) A library vehicle (mobile library van) fitted out to deliver library materials and programming
 - b) Extra hours for external service and program delivery
 - c) Pop up activities and displays
 - d) Services and programs for schools
 - e) Services and programs for aged care
 - f) Partnering with other service providers and Council departments

9.2

Staffing

It is recommended that Council:

1. Continue investment in training to ensure staff are trained to a suitable level to support both the community and library operational needs (basic, intermediate or advanced); and are remunerated accordingly (see Attachment 2 - ALIA Salary Standards)

Collections

It is recommended that:

1. Library users and community members be invited to actively suggest and choose collection items e.g. at regular targeted selection events; online suggestion form; annual collection needs survey etc.
2. A partnership/sponsorship arrangement be considered with local booksellers (e.g. a percentage of sales goes towards library purchases; library member discount)

Programs and Events

It is expected that a modern public library plans, prepares and delivers a wide range of programs and events targeted to its users. Alice Springs Public Library is limited by space and staffing constraints in the delivery of a more comprehensive suite of programs, and priority is given to core programming (literacy, early learning, community development etc.) and programs and events demanded by users and the community.

It is recommended that:

1. An annual program schedule be prepared (and costed) including objectives and expected outcomes of each event, and its promotion and evaluation
2. The Library investigate program partnerships with all Council units (e.g. Children's Storytime at the Council Works Depot, local history talks at the Museum etc.), local Indigenous organisations (e.g. storytelling, performance, art) bookshops (e.g. author talks, writing groups), schools, and local groups and organisations (e.g. CWA, U3A, Men's Shed etc.)

3. The Library plans and delivers Health and Wellbeing programming and support resources for the community (see example Good Tucker program and associated app [:https://www.menzies.edu.au/page/Research/Projects/Nutrition/The_GOOD_TUCKER_app/](https://www.menzies.edu.au/page/Research/Projects/Nutrition/The_GOOD_TUCKER_app/))

Resources and Services

It is recommended that the Library:

1. Review opening hours, and trial earlier opening hours, one later opening per week and/or extended weekend hours
2. Review membership requirements (i.e. need for a fixed address)
3. Investigate the use of digital membership cards for members (can be stored on phone or iPad)
4. Invest in smart technology e.g. iPads for staff, EFTPOS facilities, wireless printing/scanning etc.
5. Invest in borrowable technology for use by customers e.g. iPad/laptop or notebook
6. Prepare, and regularly review, a comprehensive suite of procedures, available online, for staff and customers

Promotion and Marketing

The essence of marketing involves finding out what users want, then planning to meet those needs. The Library needs to embrace the total marketing function including market research and analysis, service planning and promotion. As a valued and valuable Council asset, it is vital that awareness and use of the library is maximised.

It is recommended that the Library:

1. Develops a marketing plan (this is often easier to do by target client group, e.g. children, outreach etc.)
2. Works closely with Council Media and Communication staff to improve and extend the Library's social media presence
3. Continues to engage with community members and Library users
4. Plans and organises a Library 'open day' to encourage new users
5. Sets membership targets (e.g. every new baby registered and provided with an early literacy pack; all kindergarten children registered; new residents' information pack contains library card which just needs validating etc.)
6. Considers an 'everyone a member' policy e.g. all ratepayers and families are automatically conferred library membership which is activated on initial use
7. Consider the introduction of a Council card e.g. identification for use of selected Council services, such as the library and swimming pool

Methodology Overview

The project involved a four-phase process. These were:

Research

1. Analysis of Council and Library reports and plans to ensure continuity and improvement in library planning, and to align all future strategic planning with Council's planning framework, and *Connected Communities: the vision for Northern Territory public libraries*¹
2. Community profile - using profile ID data
3. Trends and innovations in library technology, systems and services and contemporary professional requirements
4. Review of current library service delivery to identify areas where the Library is performing well and suggest ways in which services and environments could be enhanced, and where there are gaps in service delivery and opportunities for service development. The review included:
 - a) the range of services on offer to the community
 - b) service delivery systems and processes
 - c) administrative practices e.g. cataloguing and processing
 - d) location, design, space and accessibility in the Library
 - e) Library Performance Data Analysis - a comparative analysis of the Library, using *Guidelines Standards and Outcome Measures for Australian Public Libraries*².

9.2

Stakeholder Engagement

- Library staff consultations
- Council staff feedback
- 2019 Library Customer Service Survey

Identification of Priority Areas and Strategies

- Analysis of the outcomes of engagement activities
- Identification of key themes/priority areas
- Development of strategies to address identified priority areas

The Library Strategic Plan

The plan identifies key strategic priorities, desired outcomes, and the initiatives and actions required to realise the plan.

¹ <https://ntl.nt.gov.au/system/files/uploads/files/2018/connected-communities-vision-for-nt-public-libraries-2017-2023.pdf>

² <https://www.alia.org.au/sites/default/files/Guidelines%20Standards%20and%20Outcome%20Measures%20for%20Australian%20Public%20Libraries.pdf>

Strategic Context

Public library services in Australia operate locally within a global context. Several key documents provide the basis on which public library policy is determined. These are outlined below.

International

UNESCO Public Library Manifesto³

Australia is a longstanding member of UNESCO and a signatory to its *Public Library Manifesto* which states:

The public library, the local gateway to knowledge, provides a basic condition for lifelong learning, independent decision-making and cultural development of the individual and social groups. This Manifesto proclaims UNESCO's belief in the public library as a living force for education, culture and information, and as an essential agent for the fostering of peace and spiritual welfare through the minds of men and women. UNESCO therefore encourages national and local governments to support and actively engage in the development of public libraries.

IFLA (International Federation of Library Associations) Public Library Service Guidelines⁴

The public library must provide services based on an analysis of the library and information needs of the local community. In planning services, clear priorities must be established, and a strategy be developed for service provision in the medium to long term. Services should be developed for identified target groups and only provided if such groups exist in the local community.

IFLA Global Vision⁵

In 2017, IFLA started to explore the challenges and opportunities for the library field around the world. The key findings from the Global Vision document are summarised in Attachment 3 to this report.

United Nations Sustainable Development Agenda⁶

In 2015, countries around the world adopted the 2030 *Agenda for Sustainable Development and its 17 Sustainable Development Goals*. The Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice.

Public libraries contribute to at least 10 of the 17 Goals including: 1) No poverty; 3) Good health and well-being; 4) Quality education; 5) Gender equality; 8) Decent work and economic growth; 9) Industry, innovation and infrastructure; 10) Reduced inequalities; 11) Sustainable cities and communities; 16) Peace and justice and strong institutions, and 17) Partnerships for the goals. The key findings are summarised in Attachment 4 to this report.

National

The ALIA Australian Public Library Alliance (APLA)

APLA was formed following the 2009 *ALIA Public Libraries Summit*⁷. The Summit looked at how public libraries contribute to a wide variety of government agendas, including health, economic

³ UNESCO (1994), *Public Libraries Manifesto*. <http://www.unesco.org/webworld/libraries/manifestos/libraman.html>

⁴ IFLA, (2010) *Public Library Service Guidelines*. <http://www.degruyter.com/view/product/43971>

⁵ IFLA (2018) Global Vision. <https://www.ifla.org/node/11905>

⁶ <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

⁷ <https://www.alia.org.au/sites/default/files/Public%20Libraries%20Summit%202009%20summary.pdf>

prosperity, digital citizenship, social inclusion, lifelong learning, literacy, stronger communities, wellbeing, supporting families, multiculturalism and the environment. Several clear themes emerged:

- Children, early reading and a literate Australia
- Encouraging the digital economy and digital citizenship
- Social inclusion and community partnerships – safety, fairness and participation
- Health and ageing

The ALIA APLA National Strategy and Action Plan 2015-2018⁸ had the following strategic priorities:

- National public library collaboration
- Providing safe and equitable access to information, resources and e-government
- Fostering creative communities
- Contributing to community wellbeing
- Enabling connected communities
- Supporting literacy and learning
- Playing an active role in local culture and heritage
- Embodying core values of democracy and freedom of expression

Territory

The Northern Territory has 32 public library services, serving a culturally and linguistically diverse, mobile and often remote population of 247,000, from the larger libraries in Darwin and Alice Springs to smaller public library services, in regional townships and in 16 remote Aboriginal communities. Membership of one library enables Territorians to borrow from any other library in the Territory. The Northern Territory Government, through Library and Archives Northern Territory (LANT), provides direct and indirect funding for the provision of library services. In addition to these library venues, the NTL provides free community WiFi to 46 Aboriginal communities as a core public library service, irrespective of the existence of a physical library space. The NTL also provides a range of services to the Northern Territory public, school and government library network:

- collection purchasing, including eResources for the network
- provision of a library management system
- provision of digital keeping place software
- staff learning and development opportunities
- provision of specialised library support and advisory services

Priority 2 of the Northern Territory Library is to *lead, develop and represent the library sector*. They will do this by:

- Establishing and sustaining a Library Sector Advisory Group to explore collaborative opportunities for sector development, including opportunities for information sharing, learning, innovation and advocacy
- Providing ongoing support to Northern Territory public libraries and helping build the capability of the public library sector.
- Collaborating with and contributing to professional and industry organisations at the national and international level.

In 2016 the Northern Territory Government undertook a community consultation process to find out what Territorians want from their public libraries. *The Connected Communities: Vision for Northern Territory Public Libraries 2017-2023*⁹ final report shares the vision for public libraries. A number of principles were formulated to guide the development of Territory libraries into the future:

⁸ <https://www.alia.org.au/sites/default/files/National%20Strategy.pdf>

⁹ <https://ntl.nt.gov.au/system/files/uploads/files/2018/connected-communities-vision-for-nt-public-libraries-2017-2023.pdf>

Access for all - All Territorians, no matter where they are located, should have access to library services. Where access to a physical library building is not feasible, services should be provided through a mix of digital and outreach services and through partnerships with other local service providers.

Core library services¹⁰ - be *free* to the community and not dependent on the ability to pay.

Responsive to local community needs - Libraries provide a platform for individual and community development and should provide opportunities for local organisations, community groups and businesses to utilise their spaces and resources.

Inclusive services - Library services should support the diversity of Territory communities and ensure that services are accessible for people with different languages and cultural backgrounds, for people of all ages and abilities.

Respect for Aboriginal culture - Libraries should support the continued strengthening of Aboriginal languages and cultures

Customer focused - People should enjoy their visit to the library, feel comfortable in the spaces and supported by staff.

Innovative solutions and partnerships - With a clear focus on community requirements and outcomes, libraries should explore new opportunities to deliver services, particularly through partnerships with other community organisations and expansion of online services.

Effective and efficient services - Libraries should ensure that public funding is used to deliver community benefits and outcomes effectively and efficiently through the development of a culture of evaluation and evidence-based decision making.

Sustainable services - Funding and service delivery frameworks should be developed to ensure that they are sustainable into the future.

Effective network - The Northern Territory public library network is strengthened through collaboration, communication and shared skills development between library services.

Local

Alice Springs Town Council Strategic Plan 2018-2021

The Plan is based on three interconnected Strategic Objectives that provide the focus, supported by the Strategic Objective to be a Dynamic Council. The library is well positioned to be the public face of Council; and reflect its corporate values and strategic priorities. The following is an outline of the Library's strategic alignment with the objectives outlined in the Plan. The Strategic Objectives are that Alice Springs be a:

A dynamic, prosperous community where everyone is included, underpinned by safe, reliable infrastructure and social investment.

1.1: Inclusiveness and support

- *The Library is regarded as a safe, democratic and neutral community space*

¹⁰ *Public libraries are agile and embrace a variety of roles. They support literacy and reading for pleasure; lifelong learning; arts, culture and local heritage; cybersafety and digital inclusion. They promote the work of Australian writers and creators; provide safe spaces for meetings, study, work and relaxation; ensure that people have freedom of access to the information they need for personal development, health, wellbeing and active participation in our democratic society, and help people connect with e-government.* Australian Library and Information Association Statement on Public Library Services (2018)

- *The Library is a free, accessible and dynamic source of information, support and recreation for all community members, including Aboriginal and Torres Strait Islanders, people with a disability, culturally and linguistically diverse people and people of diverse sexualities, and at all life stages (babies, school children, young adults, adults and seniors)*
- *The Library provides options for people to access resources, knowledge and technology in a safe, nurturing environment*
- *The Library is the public face of Council, and has staff skilled in customer service and information delivery*
- *The Library's literacy and learning programs facilitate social connections*
- *Public libraries play a key role in celebrating diversity and culture and minimising social exclusion*
- *The Library provides free and value-added recreation and leisure activities for all*
- *The Library can provide leadership in Council's cultural programs*

9.2

1.2: Economic growth and prosperity

- *The Library is an ideal venue for establishing co-working spaces and meeting rooms for small business and entrepreneurs*
- *The Library is a recognised and respected venue for lifelong learning - 'the street corner university'*
- *The Library offers traineeships and student work placements; and provide a venue for showcasing young people's talents*
- *The Library provides opportunities for training for residents in a wide range of employment-related subjects*
- *The Library can partner with community organisations, educational institutions and business, including Council Customer Service, Chamber of Commerce, tourist information, technology centre, etc. Partnerships and co-location opportunities should be explored when considering the site and design for a new library, including residential units, retail outlets, cafes etc.*
- *Many people base their decision to move to an area on the availability of good facilities, including libraries*
- *The Library can partner with Council and existing tourism / visitor centres to support local festivals and events, by providing venues, promotion and resources such as staff and local information*
- *The Library provides a focal point in the community, attracting visitors to itself and other facilities nearby*

1.3: Safe and reliable public infrastructure

- *Library spaces are changing to become multi-purpose community facilities, incorporating such features as cafes, community gardens, meeting rooms, performance spaces etc. and may be co-located within a wider complex or set of buildings (for example community centres, museums, galleries or entertainment centres)*

A great place to live that attracts and retains residents because of our unmatched leisure and healthy living opportunities and embrace of our unique landscape and culture.

2.1: Community life, promoting a healthy, vibrant culture

2.2: Sense of place and public amenity

2.3: Enhance life-long learning, library and technology services

- *The Library collects, stores and promotes local heritage resources and encourages the community to explore its own culture and creativity*
- *Opportunities exist to create mobile apps (e.g. local history walk), and upload photos and information on Pinterest or Instagram*
- *Libraries are emerging as creative cultural hubs*
- *The Library is a source of inspiration and information for all residents*
- *The Library is widely regarded as the street corner university*
- *The Library helps build cohesive, engaged and informed communities through programming for learning*
- *The Library stores and preserves a record of significant contemporary local events and locally created content (stories, music, art etc.)*
- *The Library provides free and value-added recreation and leisure activities for all*

- *The Library can provide leadership in Council’s cultural programs*
- *Library spaces are changing to become multi-purpose community facilities, incorporating such features as cafes, community gardens, meeting rooms, performance spaces etc. and may be co-located within a wider complex or set of buildings (for example community centres, museums, galleries or entertainment centres)*
- *The Library can provide lifestyle and educational opportunities, such as accredited information, resources (print and other e.g. fitness equipment for loan) and programs promoting healthy lifestyles and health management issues.*

A leader in sustainability and best practice, living well in our desert context and minimising our impact.

3.1: Reduce Council’s carbon footprint

3.2: Reduce Alice Springs’ carbon footprint

3.3: Conserve and protect the Alice Springs environment

- *The Library is a prime example of sustainability and recycling - the average best seller library book is loaned up to 75 times, and a popular DVD, up to 200 times*
- *Libraries can lend save power kits, set up seed banks, and partner with Council’s environment officers to deliver education programs*
- *New library buildings can be a showcase of environmentally-friendly design (recovery of rainwater, power from renewable energy sources, resource recovery etc.)*
- *The Library is ideally positioned to provide an excellent information service to the community regarding Council’s environmental programs*

A Dynamic Council. A well governed Council that leads by example, advocates for our community, innovates and delivers excellent services, and works with others collaboratively to help create the community we want to live in.

4.2: People & workplace excellence

4.3: Service excellence

- *Library staff present a valued and respected ‘front-line’ face for Council*
- *The Library is one of the most visible and appreciated of Council’s services*
- *The Library is an ideal venue for community consultation, with a significant percentage of the population already Library users*
- *The Library provides dedicated PCs that can be used to access Council information and services*
- *The Library can work with Council departments and other agencies in the delivery of community services, to provide a seamless experience for clients e.g. literacy programs, job seekers, community wellbeing etc.*

Mparntwe/Alice Springs Youth Action Plan 2019-2021¹¹

The Library supports a number of the goals outlined in the Plan.

1. Build capacity of existing youth services to enable long term sustainable change
 - *The Library provides a safe and welcoming environment, with skilled staff, and appropriate resources*
2. Better support for remote communities
 - *The Library is able to deliver resources and services outside its walls*
3. Support the development and implementation of mentoring programs for Aboriginal young people
 - *The Library provides informal mentoring and support for young Aboriginal library users*
4. Improve education, training, development and employment outcomes for disengaged youth
 - *The Library provides a safe learning space outside of school, traineeship opportunities, liaison with local schools, educational resources and skilled staff.*

¹¹ https://territoryfamilies.nt.gov.au/_data/assets/pdf_file/0010/748171/Mparntwe-Alice-Springs-Youth-Action-Plan.pdf

Alice Springs Town Council Arts and Cultural Policy 2017 - 2021¹²

The Alice Springs Town Council Arts and Cultural Plan 2017 - 2021 outlines a framework and timeline for delivering actions around five key themes:

1. Places and spaces
2. Partnerships
3. Promotion and advocacy
4. Community and artist development
5. Access and participation

The Library is able to support and partner with other cultural and arts organisations in the provision of timely and authenticated information, joint programs and events, cross promotion, and public spaces for display and performance.

9.2

Staff Consultation

This report was informed by the community *Public Consultation Report*¹³, the 2019 Alice Springs Public Library Customer Service Survey and by interviews of Council and Library staff. A summary of staff consultation findings is included as Attachment 5 to this report.

¹² <https://assets-astc.s3-ap-southeast-2.amazonaws.com/files/policies/ASTC%20Arts%20and%20Cultural%20Policy%202017-2021.pdf?mtime=20191128114812>

¹³ https://ntl.nt.gov.au/system/files/uploads/files/2018/ntl-public-consultation-report-final-report_0.pdf

Demographic Analysis¹⁴

Alice Springs Town Council Community Profile

Alice Springs is the second largest town in the Northern Territory, some 1,500 kilometres south of the capital, Darwin. The Arrernte Aboriginal people have lived in the area for at least 30,000 years, and European settlement began following John McDouall Stuart's expedition to Central Australia in 1861.

With a population of approximately 26,534 people (ERP 2018), the median age of people in Alice Springs is 35 years.

Population growth

Forecasts of population made by the Northern Territory Department of Treasury and Finance¹⁵ for Alice Springs indicate an average growth rate of 0.5%. These projections do not incorporate the effects of future developments such as land releases or major projects. Aboriginal population growth is expected to be higher at 1.1%, and there is an overall increase in population ageing.

The impact on the library:

- There will continue to be a demand for library services in any new developments across the greater Alice Springs area, which the existing single branch may not be able to meet
- Council will need to consider how best to deliver a library service to residents outside the CBD i.e. mobile service, unstaffed points of presence etc.
- There will be an increasing demand for additional services and activities for Aboriginal persons
- There will be an increasing demand for additional services and activities for seniors, and a need for planning services for active, older adults
- Services for infants and pre-schoolers will continue to be in demand
- Libraries are likely to remain favoured meeting places for children and teenagers, but it is vital to develop a marketing plan (including communication and promotional strategies) that targets these clients.

Aboriginal and Torres Strait Islander Peoples

Aboriginal and Torre Strait Islander peoples make up 17.6% of the population (4,358 people). This percentage is expected to increase, as is the number of older Aboriginal persons.

The impact on the library:

- The number of people identifying as Aboriginal or Torres Strait Islander has a major impact on the library's collections and services
- The demand for resources and services for older Aboriginal people will increase
- The Library will need to look at delivering some services outside the physical building
- The Library will need to continue to offer culturally appropriate services, and collect in-language material should continue to develop partnerships with schools and community organisations, to deliver programs and services for Indigenous youth
- Support and assistance are available from Libraries and Archives NT¹⁶ (for example, free WiFi to remote areas, the Keeping Culture Knowledge Management System etc)

Cultural and Linguistically Diverse (CaLD)

¹⁴ Figures in this summary are from Profile id <https://profile.id.com.au/alice-springs>

¹⁵ <https://treasury.nt.gov.au/df/economic-group/population-projections>

¹⁶ <http://ntl.nt.gov.au/services-public-libraries>

The three largest ancestries in Alice Springs Town are Australian (33%), English (29%), and Irish (10%) and 77% of people were born in Australia. Emerging groups include New Zealanders, Filipinos and Indians. 19% are from a non-English speaking background, and 19% speak a language other than English at home. The dominant language spoken at home, other than English, in Alice Springs Town was Australian Indigenous Languages, with 5.5% of the population, or 1,358 people speaking this language at home.

The impact on the library:

- The number of people of CaLD background is not currently of major significance to the library's collections and services, although the increase in Hindi/Punjabi speakers may influence future collection development
- Current demand for non-English materials can be reasonably met through inter library lending

Education

47% of persons over 15 had completed Year 12 schooling (compared to the Territory average of 32%) and 22% of the population are currently attending educational institutions. 30% of the population have tertiary qualifications (Diploma, Bachelor or higher degrees) (compared to 17% of the Territory population). Alice Springs has a campus of Charles Darwin University, the Centralian Institute of Technical and Further Education and numerous private and government schools, including the School of the Air.

About 40% of Aboriginal adults have low literacy across Australia, a figure which can be as high as 70% in remote areas.

The impact on the library:

- There will continue to be pressure on the library to offer study spaces and homework help support or classes; and to develop information and digital literacy programs
- An increase in the use of the library service by people studying for higher education qualifications may impact on the quality of the collection with regards to content level, for both print and electronic material
- Opportunities exist for a closer relationship between the tertiary sector and the library e.g. Shared resources and service delivery
- The library should work collaboratively with other agencies to provide resources and services aimed at improving functional literacy levels in the community

Access to Technology

An Internet connection is now an important utility for most households in Australia. It is increasingly required for accessing essential information and taking part in the digital economy. Australia-wide in 2016, nearly 80% of all households had Internet access. However, this decreases with age - seniors are less likely to have Internet access at home. The lack of Internet access is likely to indicate a level of disadvantage and could be related to socio-economic factors, age, or geographical isolation. Only 71% of households reported an Internet connection in 2016.

The impact on the library:

- There will be an increasing need for technology services provided to older persons to enable them to maintain a place in the wired world or to be able to access it on a needs basis e.g. Internet tutorials for seniors. Staff are likely to have an on-going role as tutors in the use of technology and Internet searching using the facilities provided in the libraries
- There will be an ongoing need for training of staff to keep up with the rapid changes in technology/to continue to service customers
- The Library may play an increasing role for young adults in the provision of technology services, e.g. Internet tutorials, workshops, as a source of knowledge for technology development, or as a place to be exposed to new technology

- Online purchasing by individuals may have an impact on the future development of the collection. CDs, music, DVDs, books or magazines make up 13% of all online sales in Australia¹⁷, and this is growing
- The Library will need to further subscribe to online lending and streaming services for members (an access and equity initiative)
- The Library should continue to run IT support classes (e.g. Tech Savvy Seniors) using library staff and volunteers
- The availability of the NBN across the region may offer further opportunities for the library for such things as live streaming of events, or potentially, collaboration with the University, to provide a venue for online interactive lectures and tutorials

Economic indicators

The median weekly household income was \$1,877 (compared with \$1,498 for regional NT), 27% were high income households (earning more than \$2,500 per week) and 11% were low income households (earning less than \$650 per week).

The impact on the library:

- Lower income households rely more on public libraries for educational and recreational reading material; are less likely to have access to the latest technology and may have an increased need to access Government websites. Their capacity to pay for value-added services or programs is limited.

Key Industries

More Alice Springs Town residents (18%) worked in public administration and safety than any other industry in 2016.

There are approximately 2,005 separate businesses based in the Town, the majority of which are in the construction business¹⁸. Alice Springs is a centre of excellence for Indigenous knowledge, renewable energy, health and education. Alice Springs is a leader in renewable energy, having established many globally significant initiatives such as the Bushlight project and the Desert Knowledge Australia Solar Centre. Education is a major priority for Alice Springs, which pioneered the innovative School of the Air to help geographically isolated students to study¹⁹.

Employment

In Alice Springs, Public Administration and Safety (18%) and Health Care and Social Assistance (18%) were the largest employer groups, followed by Education and Training (10%). 97% of the population were employed in 2016, of whom 71% worked full-time and 23% part-time. 3% of the population were looking for work. The three most popular occupations were Professionals (24%), Community and Personal Service Workers (16%) and Clerical and Administrative Workers (14%). 10% of the Town's working residents travel outside of the area to work by.

The impact on the Library:

- The planning and timing of events and activities will need to consider working (and commuting) hours to attract more users into the Library
- In future, libraries may need to extend their opening hours, as they become workplaces for telecommuters and small business operators
- There may be opportunities for specialised information services within the Town - professional seminars, in-depth research, additional database subscriptions etc

¹⁷ <https://acquire.startrack.com.au/pdf/Inside%20Australian%20Online%20Shopping%202017.pdf>

¹⁸ <https://economy.id.com.au/rda-northern-territory/number-of-businesses-by-industry?WebID=100>

¹⁹ <http://businessevents.australia.com/en/plan-your-event/destinations/alice-springs/industry-sectors.html>

Volunteers

22% of persons living within the Town reported that they helped as a volunteer (regional Territory average is 17%).

Opportunities for volunteers in the Library:

- Home library services / delivery of books to people who are housebound
- Sharing of knowledge through assistance with, or provision of, tutorials, workshops or lectures on a regular or occasional basis (the U3A20 model)
- Assisting with family and school holiday programs, book talks, and other library events
- Assisting with homework help, family history research and adult literacy classes
- Friends of the Library group
- Local history projects

Disadvantage and Need for Assistance

The information provided here has been extracted from the SEIFA Index of Relative Socio-Economic Disadvantage. The Socio-Economic Index for Areas (SEIFA) measures the relative level of socio-economic disadvantage based on a range of Census characteristics including income, educational attainment, unemployment and occupations. SEIFA scores range from 188 (most disadvantaged) to 1,186 (least disadvantaged). A score higher than 1,000 means a lower level of disadvantage and a score lower than 1,000 means a higher level of disadvantage. Alice Springs scored 1,007 on the SEIFA Index, indicating a medium level of socio-economic advantage. However, the surrounding MacDonnell area indicates a SEIFA score of 581, indicating a significantly higher level of socio-economic disadvantage.

3.4% of the population in the Town in 2016, reported needing help in their day-to-day lives due to disability; and 8% of the population provided unpaid assistance to a person with a disability, long term illness or old age.

The impact on the library:

- There may be an increasing need for housebound services, and support for the carers themselves
- Any new or refurbished library buildings will need to be accessible
- Consideration may also need to be given to the provision of adaptive technology in the libraries
- There may be ongoing need for assistance with technology and Web-based government information
- Lack of public transport may have a number of implications for the library e.g. the need for increased parking, alternative delivery and return options, loan periods and so on.

Households with Children

Of the families in the Town, 34% share their households with children; and 9% are one parent families. There were 2,019 families with young children (under 15 years of age) in Alice Springs, comprising 30% of households. 1,444 people in Alice Springs Town provided unpaid care for children other than their own in 2016.

The impact on the library:

- An ongoing demand for resources and services for children, and the need for more space to deliver literacy and learning programs
- The Library should continue its partnerships with Council's childcare workers, for the delivery of services to this group
- There is scope for further cross-promotion of activities and services provided by Council and privately funded childcare

²⁰ <http://www.u3apenrith.org.au/>

Number of Cars per Household

Analysis of car ownership in 2016, indicates 44% of households in Alice Springs had access to two or more motor vehicles, compared to 31% in regional Northern Territory. 7% of households reported they had no vehicle. 71% of Alice Springs' employed population travelled to work by car. 11% walked or rode a bicycle and less than 3% used public transport.

The impact on the library:

- Any new library (or changed location) will need adequate (shaded) car parking spaces, and secure bike storage
- The location of any new library buildings will need to be carefully considered in relation to co-location with other services / retail / recreation facilities etc.; and the availability of public transport for those without cars

9.2

Policies, Guidelines and Procedures

Internal Library and Council policies reflect current practice and provide guidelines and information for staff and customers, and ensure uniformity and consistency in decision-making and operational procedures. There needs to be a schedule of review for all such documents to ensure they remain timely and relevant. It is recommended that the Library continues to maintain a comprehensive suite of policies and procedures. Well-written policies and procedures should:

- be consistent with the values of Council and workplace legislation;
- be accessible and written in plain English
- demonstrate that the Library is being operated in an efficient and business-like manner;
- foster stability and continuity;
- maintain the direction of the library even during periods of change;
- assist in assessing performance and establishing accountability, and
- clarify functions and responsibilities.

Library and Archives NT has developed a range of policies²¹, many of which are suitable for use by public libraries.

Alice Springs Public Library - Current Performance

The Library has one branch in the CBD and is open 46 hours per week. It has a current membership of 13,000, with over 155,000 visitors annually, The Library has 55,000 items in-stock and averages 100,000 items loaned per year. It offers digital resources for adults and children including eBooks, eAudio, and eMagazines.

Staffing resources is 16 full time employees (FTE) with the positions of:

- 1 Manager, Library Services
- 1 Library Team Leader
- 3 Coordinators (Special Collections; Collection Development, Library Programs)
- 1 Indigenous Services Officer
- 1 Youth Engagement Officer
- 7 Library Officers (2 part time)
- 2 Junior Library Assistants (part time contract)
- 1 Library Trainee (contract)
- 1 Cleaner

²¹ <https://dtsc.nt.gov.au/arts-and-museums/arts-publications-policy-consultation/northern-territory-library-policies-planning-and-legislation>

- Casual Library Officers
- Casual Library Youth Officers
- Library volunteers

The library runs a variety of literacy and learning programs and activities for its users, has a current and diverse collection in print, audio visual and digital formats and provides accessible and welcoming (albeit small) spaces for community engagement, lifelong learning, recreation and literacy skills development.

Service Delivery Floor Space

While there is no standard for minimum library size in the Northern Territory, the Queensland minimum standard is 1,287m² and the NSW minimum standard is 1,583m² (for populations between 25 and 30,000).

The current gross floor space of the Alice Springs Public Library is 1,100m², which given the library's (and town's) comparative geographical isolation (there are no other nearby / alternative public library services or branch networks), growth in service demands e.g. community programming, access to technology, and demands for both active and quiet spaces, the current library is considered undersized. This is further exacerbated through servicing of significant non-resident, tourist and itinerant populations. Industry best practice would indicate that a floorspace of approximately 3000m² to 4,000m² would be required to provide adequate library and community space for the next 10 to 20 years.

Key Performance Indicators (2018-2019)

Measure	Alice Springs
Population	26,534
Active Membership	12,744
Visits	155,215
Opening hours	46
Total loans (circulation)	97,723
Total physical stock	55,239
Total number of library programs	727
Total Internet Computers	11
Total number of program participants	22,757
Total expenditure	\$1,703,919
Total expenditure on library materials	\$678,000

Note: As the only public library in Central Australia, the Alice Springs Public Library not only services the municipality of Alice Springs, but also its' surrounding communities. The table below rates Australian standards against both the population (26,534) and Central Australia (approx. 41,000) to give a broader overview.

Measure	Alice Springs	Central Australia	National average	Standard	Enhanced Standard
Active member as % of population	48%	31%	44%	44%	51%
Visits per capita	5.8	3.8	4.8	4.8	6
Circulation per capita	3.7	2.4	7.3	7.3	8.8
Collection items per capita	2.08	1.3	1.7	1.7	1.9
Turnover (loans per collection item)	1.8	1.8	4.4	4.4	5.6
Total Internet Computers (per 10,000 population)	4.14	2.7	4.9	5	7.3
Total FTE qualified staff (per 10,000 population)	1.8	0.8	3.29	3.3	4.1

Summary

The above, brief comparative analysis was prepared using figures reported by the Library, and *Guidelines, Standards and Outcome Measures for Australian Public Libraries (2015-16)*²², a set of standard outcome indicators for public library services, which enable consistent reporting and evaluation of impacts such as:

- life-long learning (non-formal learning)
- community engagement
- early childhood development
- technology/digital inclusion
- economic and workforce development

These standards and guidelines are intended to assist public libraries and Councils to:

- evaluate current services
- set targets for improvement
- develop continuous improvement in library service delivery, and
- plan for future needs.

The agreed evidence base for public library standards is the annual collation of national-level library statistics reported through NSLA. The baseline target is the median value for all Australian public libraries.

Membership

It is worth noting that membership figures do not reflect the true community usage of a library, as many non-members visit or attend programs, use the WiFi, meet friends etc. but do not borrow print items and therefore do not need to be registered members. Many of the Library's Aboriginal users are not registered members, but use the Library regularly. The Library also hosts visits from tourists and contract workers. 5% of Library members are Temporary (i.e. do not live permanently in the Territory).

Opening Hours

Public libraries should be open at times when their customers might reasonably expect them to be open. Local influences on opening hours include library location, location of other community service points, local shopping and school hours, number of branches and size (area and population) of the community/region served, and number of staff employed. With only one branch and a resident population of over 26,000, the recommended total opening hours for Alice Springs Public Library service is 48²³. At 46 hours, the library is only slightly below this quantum.

Staff

A library service's commitment and responsiveness to its community is reflected in the mix of library staff selected to offer programs and services. It is assumed that in any library, responsibility for reference services and technical services is assigned to appropriately qualified staff, and Alice Springs Public Library conforms to this requirement. Additional specialist staff (Indigenous Services and Youth Officers) are also employed, reflecting the unique nature of the Library's user group.

²²https://www.alia.org.au/sites/default/files/20160714%20Guidelines%20Standards%20and%20Outcome%20Measures%20for%20Australian%20Public%20Libraries%20-%20MANUSCRIPT%20VERSION_o.pdf

²³ This figure was calculated using the NSW public library standards, [Living Learning Libraries](#), as there is no national standard.

Collections

Turnover of stock is below standard, although it must be noted that many items in the special collections are not available for loan.

The Library has several specialist collections reflecting the community's needs:

- The Alice Springs Collection which related to the historical, scientific and cultural heritage of Central Australia (not for loan)
- The Akaltje Antheme Local Knowledge Collection, a collection of materials produced by, and for, the people of Central Australia
- Records of the Northern Territory Archives Office
- The Collection Development / Management Policy is currently under review.

Visits

Alice Springs Public Library visitation figures per capita are well above standard, although this is only a partial indicator of library usage. Actual usage of library services includes:

- virtual visits to library websites to search library catalogues, reserve library resources and access library information,
- contact through home library services,
- contact through outreach services, and
- participation in library programs hosted in community and partner locations.

Alice Springs Public Library is well-used and greatly appreciated, particularly by the Indigenous community who often make up 80% or more of the Library's visitors.

Programs

A library program is an ongoing series or sequence of activities provided by library staff or library staff in partnership with other community or business organisations and usually related to a particular library service, library collection or population demographic. Library programs are usually delivered in library buildings but can be conducted in other community spaces, e.g. schools; senior citizen centres, community venues. They are designed to provide the community with a range of activities related to library services and collections that enrich the lives of community members who choose to attend.

A number of variables affect the delivery of Library programming:

- The size and composition of community demographics
- The physical spaces in library buildings that can accommodate groups
- IT equipment that can accommodate group learning
- Library staff skills
- Community and business organisations appropriate for relevant partnerships
- Activities provided by other similar community organisations
- Age appropriateness of programming

Alice Springs Library delivers a diverse and varied range of programs for all ages and interests, from early learning (storytime) through to seniors (Connect To Tech), including author visits, STEAM programs, celebrations (Library Lovers' Day) and a wide range of school holiday and youth activities.

Trends and Challenges

How do we define a public library in the 21st century? Public libraries should no longer be considered, or defined as, lending and reference centres. It has been convenient for some, in the context of the advances made in technology and online access to information, to pigeonhole libraries as no longer relevant or as mere repositories for books. This context has placed public libraries in a position of defensiveness, with many battles being fought over their ongoing relevance and value to the community and access to resources. A contemporary public library provides many services, programs and activities via a network of well-designed service points in a context of exponential technological growth, social change and shrinking budgets. This is the desired future for the Alice Springs Library.

Trends Relevant to Libraries and their Communities

The American Library Association has established *The Center for the Future of Libraries* to:

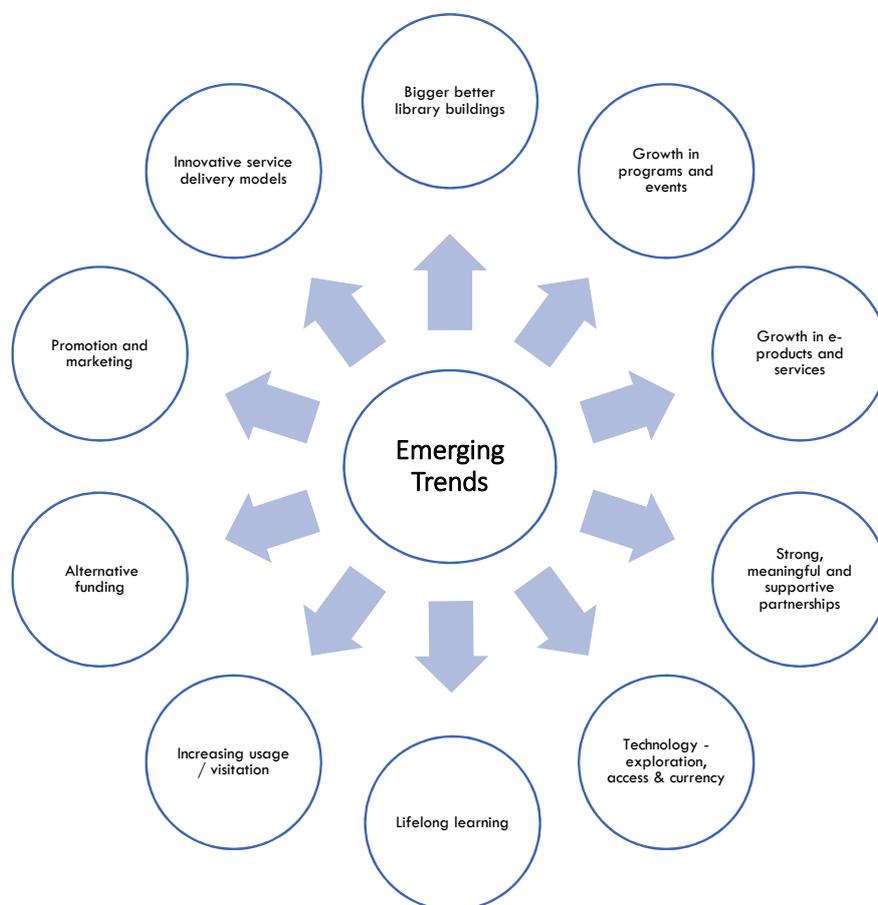
- Identify emerging trends relevant to libraries and the communities they serve
- Promote ‘futuring’ and innovation techniques to help librarians and library professionals shape their future
- Build connections with experts and innovative thinkers to help libraries address emerging issues

These trends and challenges²⁴ have been grouped into several priority areas:

1. Demographic change (including ageing advances, urbanisation, rethinking rural, and digital natives)
2. Social, cultural and economic change (including privacy, income inequality, co-working, placemaking, the sharing economy, smart cities, micro mobility, and short reads)
3. Education (including connected learning, flipped learning and gamification)
4. Emerging technologies and innovative systems (including drones, the Internet of things, self-driving cars, voice control and robots)
5. Evolving customer expectations (including unplugged, virtual reality, and fast casual)

²⁴ <http://www.ala.org/tools/future/trends>

Emerging Trends in Public Libraries



9.2

Service Delivery

New models of service delivery require public libraries to focus more on their internal effectiveness and efficiencies; to have a stronger policy base; to plan strategically; to meet professional standards and guidelines; to keep abreast of innovations; to form collaborative partnerships; and to consult widely with users and potential users. They involve public libraries developing systems and processes that allow for delivery of services beyond the physical boundaries of the branch i.e. via online delivery, and through outreach services and programs.

The Digital Age brings with it new horizons for reference interviews - a staple of library work. Virtual or digital reference help sessions can now be conducted in several ways - via email, instant messaging, text messaging, and, more recently, co-browsing (previously the purview of IT professionals, co-browsing allows reference librarians to “log in” on a patron’s home computer and see what they see). For example: text messaging using [Twilio](#), [Mosio for Libraries \(“Text a Librarian”\)](#), [Google SMS](#) and [Altarama RefTracker](#); and IM using [QuestionPoint](#) and [LibraryH3lp](#).

Library Buildings

Trends in new library buildings reflect both what users want the library to be, and what they want to do there²⁵. Users want their library to be the ‘third place’ i.e. the social surroundings separate from the two usual social environments of home and workplace, a destination as well as a venue that is:

- Neutral
- Inclusive
- A place where conversation is encouraged
- Accessible and accommodating
- Comfortable
- A home away from home
- Playful, and fun
- Active

What do people want to access at their library?

- Education
- Reading and study spaces
- New technologies
- Specialised services (children’s, young adults, seniors, multicultural, indigenous etc.)
- Job training and business development
- Comfortable seating and climate
- Recreation, educational and historical collections

An emerging trend is the desire of people who are constantly connected to find a place and space where they can take time to unplug from technology and reflect and recharge - a perfect role for the library!

Shared Services and Building Development / Location Models

It is becoming more common to find libraries co-located with other services. While this may be an economy of scale for Councils it also provides, or potentially provides, the opportunity for libraries to partner with other services. For example, public libraries have been co-located with community centres, youth centres, aged care facilities, museums and galleries etc. Many public libraries include space for the delivery of Council Customer Services. The trend of co-located services is a positive one for the community, offering both convenience and a reduction in overall running costs.

Another common trend has been to locate commercial services such as cafes and bookshops within or attached to a library. This model provides an additional service to library users and creates a revenue stream via leasing arrangements. Other examples include commercial location (close to or within a major shopping complex) and real estate sales (apartments located in or above the library building) to offset the cost of a new library, for example The Hills Library Service (NSW).

Flexibility

A trend emerging across public libraries, particularly those that are new or have recently been redesigned, refurbished, or rebuilt is flexible design. For example, a contemporary public library should include moveable display modules, shelving and furniture. It should also have flexible meeting room spaces e.g. moveable walls or partitions to open up meeting space or reconfigure to particular need. Multifunctional areas that can be isolated from the library are also useful, extending the after hours’ access and use of the facility.

²⁵ *Building a 21st century public library* (2017). <http://research.prattsilts.org/blog/featured/building-a-21st-century-public-library-trends-in-u-s-public-library-architecture-2004-2017/>

Community Development and Programming

Public libraries are playing an active role in community development and capacity building, based on the widely held view that they are informal, non-threatening, non-judgmental, neutral, democratic, safe and supportive places. The delivery of targeted programming, events and activities is a major area of growth across the Australian public library network. Programs are traditionally delivered in four major areas:

- Adults
- Children
- Literacy
- Digital literacy

Users value libraries for more than their collections and the services and programs they offer. Often, users come to the library simply to be with one another. The public library is one of the community's best venues for socialisation and an agent for collaboration. Library facilities being built today are defined as much by large and small meeting rooms, study suites, and dynamic children's and teen zones as by open shelves, information desks, and other more "traditional" library features.

Demographic transformation is seeing increasing cultural and ethnic diversity and a greater number of languages spoken across communities, accompanied by a greater demand for libraries to offer English language programs. Australia's ageing national population, with a projected increase of people aged 65 years and over from 15.3% of the population in 2016 to 25% in 2060, is leading to a need to ensure that older adults are given opportunities for involvement in the social, learning and creative life of their communities. Libraries are also fundamental in the quest for local identity and culture in a globalised world, and the need for communities to find places where they can come together, reflect, learn, share, create and grow.

Technology

e-Materials

Many public libraries throughout the world and Australia have started lending e-materials (predominantly eBooks and eAudio). Most of the e-content purchased or subscribed to in Australia is delivered through content aggregators such as *Overdrive* or *Bolinda* - this is done to handle the plethora of lending and licensing conditions placed on these items by publishers. This new format brings with it the need for both library staff and customers to be trained in the use of eReaders, the software and device requirements and steps needed to borrow material. As with other technological innovations used by libraries, staff now require a new suite of troubleshooting skills.

From an access and equity viewpoint, the rise of e-materials presents a challenge to both public libraries and readers generally, as it requires the purchase or hire of a reading device and access to a computer. Public libraries have tried to tackle this issue in a variety of ways, for example by purchasing and lending eReaders or tablet devices, sometimes already preloaded with titles, for instance, large print or audio items for home library clients or with Book Club titles. Other libraries are reliant on the borrower having access to their own devices. When compared with the printed book, these new formats are potentially more expensive for both the public library and the borrower.

Digital Information

The rapid uptake of mobile and smart devices; and the way people like to access information and entertainment, and interact with each other, with business, at work, and with government will all have an impact on the design and delivery of public library services. The exponential growth in digitisation, the production of digital information, and digital publishing has in many ways made the role of the public library more important than ever. The public library's recognised and core role of providing free access to reputable information (content) is being impacted in many ways including:

- Search engine optimisation (SEO) by commercial entities to drive their data and products to the top of search lists e.g. Google
- Growth in 'big data' and the library's ability to locate, reference and or catalogue accredited data to meet the needs of users
- A move from being information providers to being content developers
- Changing expectations of users and the community on how they can access information
- Expectation that library staff are skilled (and willing) to assist
- The growth in information available via the Internet has increased the capacity of the community in accessing information, which has and will continue to impact on how public libraries provide and market their information resources and content
- Libraries will need to focus on the easy and intuitive provision and development of tailored and reputable content, rather than merely being an access point for information i.e. as per the traditional reference service model.

Technology Learning

Access to technology and digital literacy skills are now integral to effective participation in society, to access government services and information, and engage with learning and community activities. Community members without this access or skills are reliant on their public library. There is an ever-growing number of devices, and a full range of experience and needs that come with the library customers who own them. How do libraries cope? One way is by having some of the most popular devices at the library for training of staff and users - known colloquially as technology petting zoos or gizmo garages. These allow library customers and other interested people the opportunity to handle and discover a wide range of devices such as eReaders, tablets, smart phones etc. in a non-sales environment, assisted by skilled library staff.

For a low cost, libraries can provide a taste of technology for their communities. For example, Augmented Reality (AR) and Virtual Reality (VR), from [Pokémon Go](#) to [PlayStation VR](#), have become popular and mainstream for some sections of the community but remain a mystery to many others. VR technology can be used not only for entertainment but also as a way of engaging and teaching students. [Google Cardboard](#) is an inexpensive VR platform that allows you to visit places, play games, watch YouTube videos, or fly through outer space. Google Cardboard and VR and AR apps (such as [Proton Pulse](#), [VR Roller Coaster](#), <https://www.nytimes.com/spotlight/augmented-reality> and [Titans of Space](#)) can be downloaded on a smartphone or other portable device, and you can use the platform, you can buy a Google Cardboard VR viewer, which costs around \$20, or you can even make one yourself.²⁶ Using a Google Cardboard kit and smartphone, students can use the Google Expeditions app to take educational VR field trips to [Mars](#), the [Guggenheim Museum](#), [the Great Barrier Reef](#), and other destinations. Guides can lead students using a tablet. The tours include annotations, questions, and points of interest.

User Expectation

The rapid escalation in take-up of emerging technologies such as smart phones and tablets and the millions of smart applications, and mobile websites available is changing the world's expectation of how services are delivered, and how people can interact and engage with each other, business and government. From a public library perspective, this offers the opportunity to explore more self-serve options and gives the user an opportunity to create and interact with their own personal data. Libraries' online library management systems and websites already offer a level of self-service and personal interaction, but will need to focus more on meeting user expectation in this regard now and into the future.

²⁶ <http://www.instructables.com/id/Make-Your-Own-Virtual-Reality-Glasses/>

Changing Face of Social Media

The latest Pew report²⁷ from the US show the market is dominated by YouTube and Facebook, but younger adults are using Snapchat, Instagram and TikTok. What does this mean for libraries? It's time to get visual. Your customers are watching YouTube videos (and Facebook videos) and enjoy using the very visual Instagram and Snapchat social media channels. Your younger users? Even more of them are using visual tools. You should be there too. It's time to reach new audiences and try a new social media tool. Start by tailoring your content to a more niche group of people in your service area.

Collections

Although libraries' physical collections are not experiencing any real growth and, in some cases, are decreasing (particularly non-fiction), due to the move to digital or Internet based information retrieval and resources, public library buildings continue to need space to house, display and promote both physical and virtual resources and services. Trends include patron driven acquisition, delivery of items at point of need (print-on-demand, eResources downloads etc.) and greater dependence on shared collections. Libraries are, more than ever before, in direct competition with bookstores and need to adopt appropriate retail management techniques (fast access to, and multiple copies of, best sellers, front out display, staff picks, reader reviews etc.)

It is worth noting the following challenges around public library collections:²⁸

- Development of targeted and in-demand collections. Library users will expect the latest format.
- More emphasis on collection display and arrangement e.g. face-out bookshop type display and thematic displays; and more attractive and versatile shelving.
- Reference resources increasingly being incorporated into non-fiction lending collections.
- Greater attention to creation of living room/ reading / study spaces by furniture and shelving placement (usually genre or subject based).
- Increase in recreational collections.
- Unique collections which tell the story of our community - local history, indigenous etc.
- Less reference material and more 'how to....' resources.
- Books may become 'retro-cool' and more in demand by youth.
- Lowering procurement costs via collaborative purchasing arrangements and outsourcing.
- Need for an equitable approach to the delivery and development of multicultural collections.
- Greater attention will be required to digital rights management.
- E-collection development costs.
- Reduction in collection insurance and depreciation costs i.e. due to increase in digital materials.
- Reduction in need for traditional inter-library lending due to growth in e-materials.

An emerging trend to watch is the public library as e-publisher and/or aggregator of local and independent e-publications, perhaps in partnership with independent publishers or groups²⁹, for example local and family history societies. Public libraries will also need to consider how they can then collectively aggregate their e-published materials, rather than operating in local silos.

Partnerships

Public libraries need to consider developing project and program-based partnerships and sponsorships, including the development of Return on Investment business cases for potential partners and sponsors. The trend emerging in this regard is for public libraries to take a much more

²⁷ <https://www.pewresearch.org/internet/fact-sheet/social-media/>

²⁸ Tomorrow's Library (2012) <http://www.dtpli.vic.gov.au/local-government/public-libraries/tomorrows-library-stage-1-and-2> [accessed February 2018]

²⁹ For example, Douglas County Library (USA) <http://douglascountylibraries.org/content/ebooks-and-DCL> [accessed February 2018]

planned and formal approach to attaining and maintaining partnerships and sponsorships. These partnerships can be internal i.e. with other sections of Council, or external e.g. with the public library network, business, government, NGOs, local community groups etc. While it has been common in the past for libraries to achieve small ad hoc sponsorships for various activities, in a climate of tight budgets and competing local government priorities, libraries need to focus on developing key partnerships.

Progressive, proactive libraries try to match the resources they offer to the most pressing needs in their community, for example, literacy and education, health and wellness, poverty and hunger, environmental issues, but it is impossible for them to do this effectively, on their own. “Collective impact³⁰” is the idea that a library can greatly extend its reach by cooperating with other, allied community organisations. Collective impact channels the knowledge and resources of multiple partners towards a specific social problem or desired outcome. *Collective impact takes us from common goals to uncommon results.*

With their commitment to meeting their users’ needs, libraries seek ways to serve and strengthen their communities. Sometimes, however, the needs are beyond the conventional roles of the library. Through the strength of non-traditional partnerships, libraries can offer innovative solutions to a variety of challenges faced by their communities. For example, Pima County Public Library (Arizona) is collaborating with local government and medical partners to station roving nurses in libraries. They provide nutrition and wellness advice, assessments, screenings and referrals as needed. Baltimore’s Pratt Enoch Free Library offers the services of lawyers and social workers in the library <https://www.prattlibrary.org/services/>; and Phoenix Library (Arizona) offers a business start-up service offering resources and training, in partnership with the Arizona State University’s Entrepreneurship Outreach Network.

Measuring Effectiveness

Purposeful data collection and analysis is more important than ever, as libraries are called upon to justify their continued relevance; and technological advancements have made it much easier to collect and analyse meaningful data points. Data collection is no longer focused on quantitative measures (outputs) but has expanded into measuring and analysing user satisfaction, benefits and outcomes. Traditionally libraries have measured and analysed outputs such as circulation, gate counts, program attendance, and so on. Outputs do not reflect what libraries do, nor do they tell a compelling story. Outcomes, however, show the real differences a library makes in the life of the customer. The Public Library Association in the USA has developed a set of outcome measures that could also be used by public libraries here in Australia. [Project Outcome](#), as it is called, received funding from the Gates Foundation to provide surveys that measure the changes in library users’ knowledge, skills, attitude, behaviour, or status in the following areas:

- early childhood literacy;
- education/lifelong learning;
- digital inclusion;
- economic development; job skills;
- civic/community engagement; and
- summer reading

Another important development occurred with the recent release of the international standard ISO 16439 (*Information and documentation - methods and procedures for assessing the impact of libraries*). This standard specifies methods for impact assessment to:

- inform strategic planning and internal quality management;
- facilitate comparison of library impact over time;
- promote libraries’ value for learning and research, education and culture, social and economic life; and
- to support political decisions on levels of service and strategic goals for libraries.

See Attachment 6 for more detail on measuring your library’s effectiveness.

³⁰ <https://www.collectiveimpactforum.org/> [accessed February 2018]

The 'Big Issues' for Public Libraries

The 2016 Public Libraries Victoria Network and State Library Victoria Planning Summit³¹ identified the following as the 'big issues' for Victoria's public libraries. They are relevant to ALL public libraries.

Society

- Changing demographics and emerging communities
- Supporting vulnerable people and those with high levels of disadvantage
- Literacy
- Shift to the knowledge economy
- Technology infrastructure - NBN, bandwidth, connectivity, blackspots
- Increasing government and community focus on mental health and wellbeing
- Seeking a holistic approach to linking up services
- Partnering with other community agencies
- Climate change, natural disasters, building community resilience

Industry and Organisational Context

- Managing community expectations in a financially constrained service environment
- eGovernment (impact and opportunity)
- Cost shifting from State and Federal Government

Library Sector

- Shared services models (e.g. LMS [Library Management System]), purchase of online resources)
- Collections
- Impact of a shift in formats (physical vs digital)
- Investment in buildings and infrastructure (new, upgrades, maintenance)
- Library workforce development
- Developing service standards with the community
- Participatory community-led design of library services
- Activating library use ... turning the prospect into a member, and the member into an 'active' member
- Library metrics - what do, and don't we know? (qualitative and quantitative)
- Reporting against the State Government Grant
- Advocacy
- Promote the economic multiplier of libraries bringing people into town centres
- Transformational shift in what public libraries offer the community and how it is delivered, especially in rural areas
- The current and future role(s) of public libraries
- Competition (e.g. Neighbourhood Houses/Community Centres vs public libraries)
- Succession planning, regeneration, recruitment and the image of the library industry

Rural and Remote Service Delivery

The public library is recognised as *the* community focal point, meeting place and access facility for a broad range of purposes. To maximise library service provision to smaller, remote or distributed communities, it is necessary to develop innovative partnerships and creative methods of service delivery. Examples include libraries located close to schools, community centres, and cafés. There

³¹ https://docs.wixstatic.com/ugd/1f8737_e7f2a05ac672472a9f6e503e2cf494bf.pdf

are also examples of library 'deposit stations' in key community locations such as news agencies, service stations and retail outlets. Mobile libraries and home delivery of library materials (for the home bound) are other examples of library services reaching out to their communities.

Public libraries are an obvious choice as community technology access points and online information delivery points for all levels of government - especially as more and more government services are placed exclusively online.

Options for remote and rural service delivery around Australia include:

- A home delivery service, using couriers or Australia Post
- Expansion of eBook and eAudio collections
- A vehicle (pop-up library) that visits, for example, childcare centres or aged care facilities, offering library programs and a limited range of resources. Examples include the Community Library Service³² van provided by the Geelong Library (Victoria) and the Wollondilly (NSW) Mobile Library³³, which visits communities bringing a small browsing collection of books, CDs and DVDs, delivers library materials that members have requested and collects materials for return to the library, and provides library programs, such as Storytime sessions and workshops and lifelong learning events.
- Bulk loans of library materials to aged care facilities, neighbourhood houses, community centres, clubs and other facilities. Bulk loan collections are customised to match the local needs
- eReaders / iPads pre-loaded with titles, for loan
- Library kiosks or deposit stations in outlying towns and villages (these usually provide a mix of physical items and access to downloadable eMaterials). A recent example is the Library Pod at Karalee Shopping Centre provided by Ipswich Library (Queensland)³⁴

Further information on the delivery of outreach services can be found in *Mobile and Outreach Services*, a report from the State Library of NSW³⁵, and further information on delivering services in rural and remote areas can be found in *Small Rural Libraries - alternative service delivery models*³⁶, a report from the State Library of Queensland.

ATTACHMENTS

1. Location Analysis - Current Site (attached as a separate document)
2. ALIA Salary and Remuneration Scales (attached as a separate document)
3. IFLA Global Vision
4. UN Sustainable Goals
5. Public Consultation - Summary Report
6. Measuring Library Effectiveness
7. World Class Public Library Examples

³² <https://www.grlc.vic.gov.au/locate/community-library-service>

³³ <https://www.library.wollondilly.nsw.gov.au/Mobile-Library>

³⁴ <https://www.ipswichlibraries.com.au/using-the-library/karalee-library-pod/>

³⁵ https://www.sl.nsw.gov.au/sites/default/files/mobile_outreach_services.pdf

³⁶ http://www.plconnect.slq.qld.gov.au/__data/assets/pdf_file/0006/229911/small-rural-library-services-models-20120530.pdf

Attachment 1: Location Analysis

Locational Criteria	Weighting By importance	ASPL rating 1 = lowest 3 = highest	Weighted Score
Main street or shopping centre location	1	2	2
Highly visible location	3	3	9
Ground floor and street frontage	3	3	9
High levels of personal and property safety	3	1	3
Fully accessible	3	2	6
Accessible from local schools	2	2	4
Potential for outdoor space	1	3	3
Priority pedestrian access	3	1	3
Walk to public transport	1	3	3
Convenient and safe parking	3	3	9
Accessible for all vehicles	3	3	9
Future expansion	2	3	6
OVERALL SCORE			66
Maximum Score = 84 (66/84)			78.57%

Criteria	Explanation
Main street or shopping centre location	A public library should be located in a high traffic area. A library is a key place activator
Highly visible location	A library shouldn't be hidden away but easily visible to the maximum amount of passing traffic e.g. in or adjacent to a shopping centre
Ground floor and street frontage	Ease of access
High levels of personal and property safety	A design and location factor
Fully accessible	Meet or better current accessibility standards i.e. mobility, sensory
Accessible from local schools	Easily accessible to school students during and after school hours
Potential for outdoor space	Provides another choice of space for quiet study or reflection; an additional activity space; and access to fresh air
Priority pedestrian access	Creates safer pathways, encourages usage and improves accessibility
Walk to public transport	For those who don't drive or as an alternative to driving
Convenient and safe parking	Encourages usage and improves accessibility
Accessible for all vehicles	Equitable access - especially for those with mobility issues or using accessibility devices
Future expansion	Buildings that allow the possibility of extension through forward thinking design.
Weighting based on Australian Public Library Building Guidelines	

Attachment 2: ALIA Salary Standards 2011-2019



Australian Library and
Information Association



Salary standards 2011–2019

The following salary standards are those set under the Crown Employees (Public Sector — Salaries 2008) Award in New South Wales. Since 2002, NSW has upheld the Equal Remuneration Principle relating to librarians, library technicians, library assistants and archivists, established by the NSW Industrial Relations Commission. ALIA recommends that the same principle and salary standards be followed throughout Australia. These salaries do not include superannuation.

Librarians and Archivists grade 1

FROM	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6
July 2011	\$53,407	\$56,509	\$59,705	\$63,425	\$66,610	\$69,777
July 2012	\$54,742	\$57,922	\$61,198	\$65,011	\$68,275	\$71,521
July 2013	\$55,985	\$59,237	\$62,587	\$66,487	\$69,825	\$73,145
July 2014	\$57,256	\$60,582	\$64,008	\$67,996	\$71,410	\$74,805
July 2015	\$58,687	\$62,097	\$65,608	\$69,696	\$73,195	\$76,675
July 2016	\$60,154	\$63,649	\$67,248	\$71,438	\$75,025	\$78,592
July 2017	\$61,658	\$65,240	\$68,929	\$73,224	\$76,901	\$80,557
July 2018	\$63,199	\$66,871	\$70,652	\$75,055	\$78,824	\$82,571
July 2019	\$64,779	\$68,543	\$72,418	\$76,931	\$80,795	\$84,635

Librarians and Archivists grade 2

FROM	YEAR 1	YEAR 2	YEAR 3	YEAR 4
July 2011	\$72,702	\$75,552	\$79,306	\$82,491
July 2012	\$74,520	\$77,441	\$81,289	\$84,553
July 2013	\$76,212	\$79,199	\$83,134	\$86,472
July 2014	\$77,942	\$80,997	\$85,021	\$88,435
July 2015	\$79,891	\$83,022	\$87,147	\$90,646
July 2016	\$81,888	\$85,098	\$89,326	\$92,912
July 2017	\$83,935	\$87,225	\$91,559	\$95,235
July 2018	\$86,033	\$89,406	\$93,848	\$97,616
July 2019	\$88,184	\$91,641	\$96,194	\$100,056

9.2

Librarians and Archivists grade 3

FROM	YEAR 1	YEAR 2	YEAR 3	YEAR 4
July 2011	\$86,829	\$89,511	\$93,026	\$96,742
July 2012	\$89,000	\$91,749	\$95,352	\$99,161
July 2013	\$91,020	\$93,832	\$97,516	\$101,412
July 2014	\$93,086	\$95,962	\$99,730	\$103,714
July 2015	\$95,413	\$98,361	\$102,223	\$106,307
July 2016	\$97,798	\$100,820	\$104,779	\$108,965
July 2017	\$100,243	\$103,341	\$107,398	\$111,689
July 2018	\$102,749	\$105,925	\$110,083	\$114,481
July 2019	\$105,318	\$108,573	\$112,835	\$117,343

Librarians and Archivists grade 4

FROM	YEAR 1	YEAR 2	YEAR 3	YEAR 4
July 2011	\$99,640	\$102,572	\$105,602	\$108,892
July 2012	\$102,131	\$105,136	\$108,242	\$111,614
July 2013	\$104,449	\$107,523	\$110,699	\$114,148
July 2014	\$106,820	\$109,964	\$113,212	\$116,739
July 2015	\$109,490	\$112,713	\$116,042	\$119,657
July 2016	\$112,227	\$115,531	\$118,943	\$122,648
July 2017	\$115,033	\$118,419	\$121,917	\$125,714
July 2018	\$117,909	\$121,379	\$124,965	\$128,857
July 2019	\$120,857	\$124,413	\$128,089	\$132,078

Librarians and Archivists grade 5

FROM	YEAR 1	YEAR 2	YEAR 3	YEAR 4
July 2011	\$111,965	\$115,718	\$119,439	\$123,491
July 2012	\$114,764	\$118,611	\$122,425	\$126,578
July 2013	\$117,369	\$121,303	\$125,204	\$129,451
July 2014	\$120,033	\$124,057	\$128,046	\$132,390
July 2015	\$123,034	\$127,158	\$131,247	\$135,700
July 2016	\$126,110	\$130,337	\$134,528	\$139,093
July 2017	\$129,263	\$133,595	\$137,891	\$142,570
July 2018	\$132,495	\$136,935	\$141,338	\$146,134
July 2019	\$135,807	\$140,358	\$144,871	\$149,787

Library technician grade 1

FROM	YEAR 1	YEAR 2	YEAR 3	YEAR 4
July 2011	\$53,407	\$56,509	\$59,705	\$63,425
July 2012	\$54,742	\$57,922	\$61,198	\$65,011
July 2013	\$55,985	\$59,237	\$62,587	\$66,487
July 2014	\$57,256	\$60,582	\$64,008	\$67,996
July 2015	\$58,687	\$62,097	\$65,608	\$69,696
July 2016	\$60,154	\$63,649	\$67,248	\$71,438
July 2017	\$61,658	\$65,240	\$68,929	\$73,224
July 2018	\$63,199	\$66,871	\$70,652	\$75,055
July 2019	\$64,779	\$68,543	\$72,418	\$76,931

Library technician grade 2

FROM	YEAR 1	YEAR 2	YEAR 3	YEAR 4
July 2011	\$70,480	\$72,702	\$75,552	\$79,306
July 2012	\$72,242	\$74,520	\$77,441	\$81,289
July 2013	\$73,882	\$76,212	\$79,199	\$83,134
July 2014	\$75,559	\$77,942	\$80,997	\$85,021
July 2015	\$77,448	\$79,891	\$83,022	\$87,147
July 2016	\$79,384	\$81,888	\$85,098	\$89,326
July 2017	\$81,369	\$83,935	\$87,225	\$91,559
July 2018	\$83,403	\$86,033	\$89,406	\$93,848
July 2019	\$85,488	\$88,184	\$91,641	\$96,194

Library assistants

FROM	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
July 2011	\$41,771	\$44,329	\$47,108	\$50,619	\$52,489
July 2012	\$42,815	\$45,437	\$48,286	\$51,884	\$53,801
July 2013	\$43,787	\$46,468	\$49,382	\$53,062	\$55,022
July 2014	\$44,781	\$47,523	\$50,503	\$54,267	\$56,271
July 2015	\$45,901	\$48,711	\$51,766	\$55,624	\$57,678
July 2016	\$47,049	\$49,929	\$53,060	\$57,015	\$59,120
July 2017	\$48,225	\$51,177	\$54,387	\$58,440	\$60,598
July 2018	\$49,431	\$52,456	\$55,747	\$59,901	\$62,113
July 2019	\$50,667	\$53,767	\$57,141	\$61,399	\$63,666



Recommended minimum hourly rates for casual work

Librarian — limited experience, Grade 1, Year 3

Librarian — several years experience, Grade 3, Year 1

Library technician — limited experience, Grade 1, Year 2

Library technician — several years experience, Grade 2, Year 3

Note on casual and part time work

Many ALIA workers are engaged in work that is short-term, or for limited hours per week. Much of this work is incorrectly categorised as casual work. Genuine casual work is irregular. Casual employees have no guarantee of continuing work and each period of employment is legally separate. For that reason, casual employees do not accrue entitlements to annual and sick leave.

In recognition of the non-accrual of leave, a loading of at least 20% of wages is paid in lieu of these entitlements. This is the minimum loading required under Australian law.

Employees who work regular hours are not casuals and should be paid as permanent part time works accruing, pro rata, all entitlements that apply to full time workers.

Calculation of hourly rates for casual workers

This is done by dividing the annual salary attaching to particular work and dividing it by 52.2 weeks per year, then by number of hours worked. A 25% loading is then added.

www.alia.org.au

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Attachment 3: IFLA Global Vision - Key Findings³⁷

We are united globally in our goals and values. The most important finding is that across all regions, library types, and lengths of library experience, we share a deep commitment to the enduring value and role of libraries. We must connect global and local actions effectively. Acknowledging regional characteristics and requirements will be essential in our future efforts to unite the library field in addressing common challenges

Highlights

1. We are dedicated to equal and free access to information and knowledge
2. We remain deeply committed to supporting literacy, learning and reading
3. We are focused on serving our communities
4. We embrace digital innovation
5. We have leaders who see the need for strong advocacy
6. We see funding as one of our biggest challenges
7. We see the need to build collaboration and partnerships
8. We want to be less bureaucratic, inflexible and resistant to change
9. We are the guardians of the memory of the world
10. Our young professionals are deeply committed and eager to lead

Opportunities

1. We must be champions of intellectual freedom
2. We must update our traditional roles in the digital age
3. We need to understand community needs better and design services for impact
4. We must keep up with ongoing technological changes
5. We need more and better advocates at all levels
6. We need to ensure stakeholders understand our value and impact
7. We need to develop a spirit of collaboration
8. We need to challenge current structures and behaviours
9. We need to maximise access to the world's documentary heritage
10. We must give young professionals effective opportunities to learn, develop and lead

Following extensive consultation, the new IFLA Strategy will be launched in August 2019.

³⁷ IFLA (2018) *Global Vision Summary*. <https://www.ifla.org/files/assets/GVMultimedia/publications/gv-report-summary.pdf>

Attachment 4: The U.N. Sustainable Goals³⁸



9.2

The 17 sustainable development goals (SDGs) to transform our world:

GOAL 1: No Poverty

End poverty in all its forms everywhere

GOAL 2: Zero Hunger

End hunger, achieve food security and improved nutrition and promote sustainable agriculture

GOAL 3: Good Health and Well-being

Ensure healthy lives and promote well-being for all at all ages

GOAL 4: Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

GOAL 5: Gender Equality

Achieve gender equality and empower all women and girls

GOAL 6: Clean Water and Sanitation

Ensure availability and sustainable management of water and sanitation for all

GOAL 7: Affordable and Clean Energy

Ensure access to affordable, reliable, sustainable and modern energy for all

GOAL 8: Decent Work and Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

GOAL 9: Industry, Innovation and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

³⁸ <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

GOAL 10: Reduced Inequality

Reduce inequality within and among countries

GOAL 11: Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable

GOAL 12: Responsible Consumption and Production

Ensure sustainable consumption and production patterns

GOAL 13: Climate Action

Take urgent action to combat climate change and its impacts

GOAL 14: Life Below Water

Conserve and sustainably use the oceans, seas and marine resources for sustainable development

GOAL 15: Life on Land

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

GOAL 16: Peace and Justice Strong Institutions

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

GOAL 17: Partnerships to achieve the Goal

Strengthen the means of implementation and revitalize the global partnership for sustainable development

Attachment 5: Staff Consultation Report

Library Staff Interviews December 2019

Strengths

- Knowledgeable experienced staff that are connected to the community
- Strong community engagement
- Strong collections - e.g. Alice Springs Special Collections
Great range of programs
- Building- right location
Children's services - story times, book week, school visits
- Services for Indigenous people
Libraries are seen as a community lounge room
Free technology
- Marketing - social media, Facebook, website, local papers, TV, Community notices, radio etc.
- Growing network of partnerships with local agencies, community groups and NGOs

Challenges

- The current building
 - Size
 - No quiet areas
 - Limited meeting rooms
 - Space and privacy in public technology area
 - Number of public toilets
 - Signage - need some signage in-language or pictograms
 - LMS not the system they would have chosen (NT wide system)
- Security
 - Response time for duress alarms etc.
 - Some issues with youth - noise, vandalism etc
- Staffing
 - Not able to get out into the community - limited staffing capacity and access to vehicles
 - Could benefit from more professional development - need formal training or upskilling and funds to deliver that
- Lack of knowledge / awareness about the library
 - Some Council departments are not aware of what we do
 - Community do not know EVERYTHING that we do
 - Limited promotion of our activities
 - How to increase membership - usage is excellent, membership could be better
 - Current outreach services need to be revised

Opportunities.

- A new BIG library building

- Short term - repurpose adjacent building as youth services area for the Library
- Aging Indigenous population - how to reach out and connect
Library Outreach vehicle - increase outreach to other areas
- Increase partnerships with the community
Continue to work with Council's Youth Officers
Develop service level agreements with Council IT
- Can we attract more working age adults? How? Maybe they do not use library because they do not know what it has or does?
- Increase opening hours - one later evening and additional hours on weekends
Investigate putting book reviews, lists, bibliographies onto WorldCat catalogue
- Target local Facebook pages e.g. community groups, sports clubs etc.
Develop a greater range of library promotional material - e.g. bookmarks, library bags
Children-specific membership cards - every baby a library member
Closer partnerships with schools
- Library could have more 'takeaway' community/tourism information available
- Greater use of volunteers to assist with program delivery - bump in and out, catering etc,
Library could 'piggyback' onto Council events more e.g. Harmony Week, Seniors' Week, Celtic Festival etc.

Ideas

- Refurbish entrance area and front garden. Addition of shade and extra seating would be good.
- Additional funding to expand digitisation program
- VHS conversion software - for preservation of unique records and potential service for community members
- A Council vehicle for library use - to deliver outreach services

Council Staff Interviews December 2019

Comments

- Aboriginal youth are a priority for Council and Library plays a critical role
- Can the Library provide library functions to the university - fee for service?
- A new library building will be an iconic facility reflecting the community and the land, and an Environmentally Sustainable Design showpiece
- Library can act as publisher - collecting local stories, music, animations, art etc.
- Need to foster more collaborative projects with local youth - partnerships with job centre, youth organisations, local media etc.
- Library plays an important role in digital literacy for the community
- New library will be multifunctional - meeting rooms, exhibition and performance space, co-working venue, café, indoor/outdoor spaces, community garden etc.
Possibly childcare, community services?
- Use local students (studying Indigenous languages) for guest storytime presenters
- Provide a Council vehicle for library outreach - to events, camps, shopping centres, childcare etc.
- Council's Media and Comms department will work with Library on marketing and promotion

- Greater collaboration between Library and Community and Cultural Development will be possible in a new building - shared spaces, possibly even shared staff, cross promotion, collaborative programming etc.
- New library must include cultural identifiers - could be public art, design features, general 'look and feel' - Council does not want a "big white library"!

Attachment 6: Measuring Your Library's Success³⁹

Every library should have some key performance indicators that help evaluate the effectiveness of its strategy. Yet, libraries can struggle in proving their importance to policy makers and to the community. As we analyse future library trends, it is clear that the focus of libraries and the challenges they face have remained much the same as in the past: the continuous need to involve the whole community in the library's activity and to target the services to their changing needs; and also, the imperative need to keep up with the changes in technology.

How can libraries measure their success in this challenging time when their very existence is being questioned? What makes a library successful, and how can it measure its success? Libraries need to capture the numbers *and* the stories. Here are a few suggestions.

1. Collections

The library has a crucial need to invest in its collection. If libraries put less emphasis on their collections, people will have less reasons to visit. Traditional metrics that show the collection size and the number of materials circulated every year are still a great way to show the volume of resources a library has and how utilised these resources are by users. Measuring the value of individual loans to users would add an additional dimension to the reporting. For example, by not having to purchase titles, users save money or better still, having access to these resources ensured a better exam result, or gave someone an edge at a job interview.

2. Services and programs

Some services and programs are developed using the library's collection, such as literacy programs, skills development programs or reading programs but there are many other services focused on developing technical skills, digital learning skills or civic participation. Therefore, libraries should also investigate the services and programs effectiveness when evaluating the library's performance.

Metrics such as the number of programs held, program attendance and service use are valuable when showing the footfall in libraries. How do you increase the footfall?

- Tidy up your entrance area, and make sure displays are topical and fresh
- Cross promote with other Council departments (displays / brochures about childcare, or vaccination programs for example) or local businesses (a competition with the local bookshop providing prizes)
- Go out to where potential customers are - shopping centres, professional rooms, schools etc.
- Build customer loyalty - make one-off visitors regular library members
- Increase awareness of your library's offerings

3. Users and communities

Success isn't simply getting more books borrowed and more people to come to the library for a single program. The true value of the library can be seen when the one-time visitor becomes a regular library user. To measure the impact a library has on the community and find out how well it can adapt to better fit their changing needs, libraries need to know how successful their efforts are in the eyes of the public. Do not guess what programs and classes your community wants, survey them and get some real data. That is how you keep from creating a program that only three people show up to.

Ask for people's direct feedback to get an idea of the success of a service or program. Metrics such as user satisfaction, user participation, user support, user development, community engagement, and community produced projects are a great indicator to find out what are the benefits the attendants perceive from a program or activity they participated in at a library. As a plus, sharing with the whole community the positive feedback libraries get from the respondents is another fantastic way to demonstrate the great impact the library brings to its members.

4. Technology

³⁹ Extracted from *5 elements to keep in mind when measuring your library's success*
https://princh.com/5-elements-to-keep-in-mind-when-measuring-your-libraris-success/#.WqtZ_pNubuQ

Technology represents one of the most important assets a library has but at the same time it can be the costliest for the library's budget. With the help of technology (such as advanced library management systems) libraries are now able to collect better data that will ultimately help them determine which services are the most popular. From measuring the volume of use of the online resources, the online circulation, the website traffic, the user engagement or the technology usage inside the library's facility, librarians can find concrete answers about the impact of the technology used at the library.

5. Staff

The staff represents the heart of the library and are one of the most important factors when improving performance because *library staff are the trusted faces of local government and service that millions of [people] choose to use. Our staff know their communities and are passionate about learning, living and contributing*⁴⁰. Also, by constantly observing and managing the stream of visitors into the library, the library staff has access to a broad spectrum of insights regarding the public's needs and problems. This knowledge represents the best source when thinking how to improve the library's activity. Metrics such as the number of trained staff, the time to complete a task, the number of training programs available to the staff and most importantly, staff satisfaction, can be used to measure motivation, professionalism and dedication and their influence on the library's success.

*Guidelines, Standards and Outcome Measures for Australian Public Libraries*⁴¹

Australian Library and Information Association (2016)

This document provides Australian public libraries with clear guidance on why and how they can more accurately and consistently tell the story of the impact they have on individuals and communities.

Outcome measurement is particularly important for public libraries as it enables them to quantify what they hear every day from library users, and to better understand how the services they offer, and deliver are reaching the community and what impact these services are having on library users. This understanding enables libraries to:

- improve over time the scope, reach, efficiency and quality of library services and programs
- inform service planning and more efficiently manage available resources to achieve library goals
- celebrate success within the library organisation and with the community and stakeholders
- advocate and make a more compelling case for funding and investment in public libraries and service partnerships by combining hard data on library outputs and costs with the user's perspective of service impact.

Having national guidelines on outcome measures for Australian public libraries will allow the library sector to measure and report on its impact more consistently and to focus the discussion on public libraries on effectiveness and value. In turn, this will enable decision-makers to make more informed choices about budget allocation, infrastructure investment and workforce development. National guidelines will also:

- guide strategy development
- support adoption of best practice work processes within libraries
- enable local governments to benchmark their library services and to plan effectively
- promote clearer understanding of what public libraries do and why they do it.

Having outcome data will enable Library Managers to report performance information based on the library service's real contribution to community, feeding into the overall measures for local, state and territory government. The following outcome measures are discussed:

⁴⁰ Quote by Liz McGettigan <https://princh.com/libraries-fight-the-crisis-and-remain-relevant-to-users-liz-mcgettigan/#.WqtYR5NubuQ>

⁴¹https://www.alia.org.au/sites/default/files/20160714%20Guidelines%20Standards%20and%20Outcome%20Measures%20for%20Australian%20Public%20Libraries%20-%20MANUSCRIPT%20VERSION_0.pdf

1. Literacy and lifelong learning
2. Informed and connected citizens
3. Digital inclusion
4. Personal development and wellbeing
5. Stronger and more creative communities
6. Economic and workforce development

*Performance metrics towards 2030 - Investigating new ways to measure and report on our activities*⁴²

2014 Shared Leadership Program
State Library of Victoria and Public Libraries Victoria Network

“Libraries are adept at collecting and reporting many types of statistics - circulation, door counts, website visits, e-books and articles downloaded, databases searched, programs, PC and Wi-Fi usage. But these are only a part of the picture and the challenge for libraries is how to incorporate user satisfaction and value/impact measures”.

This comprehensive literature review studied a sample of measurement methods used by library services in Australia, Canada, Europe, New Zealand, the United Kingdom and the United States, and outlines the ways in which libraries can measure their effectiveness.

*Project Outcome*⁴³

An initiative of the American Library Association.

“Wherever public libraries are working, possibility lives”.

Project Outcome is a *free* toolkit designed to help public libraries understand and share the impact of essential library services and programs by providing simple surveys and an easy-to-use process for measuring and analysing outcomes. Project Outcome also provides libraries with the resources and training support needed to apply their results and confidently advocate for their library's future.

Project Outcome helps libraries measure four key patron outcomes – knowledge, confidence, application, and awareness – in seven key library service areas:

1. Civic/Community Engagement
2. Digital Learning
3. Economic Development
4. Education/Lifelong Learning
5. Early Childhood Literacy
6. Job Skills
7. Summer Reading

The toolkit is available on the ALA's website, and work is currently being undertaken to customise it for Australian public libraries.

⁴²http://www.libraries.vic.gov.au/downloads/2014_Shared_Leadership_Program_Presentation_Day/performance_metrics_towards_2030.pdf

⁴³ <http://www.ala.org/pla/initiatives/performancemeasurement>

Attachment 7: World Class Public Library Examples Comparative Analysis with Alice Springs Library



9.2

World Class Libraries

Alice Springs Public Library (The Library) is a community space for Meeting, Keeping and Sharing. As such, it is a welcoming, relevant, accessible and inclusive service that educates, inspires, connects, reaches out and engages. It strives to deliver the components of a world class library, as outlined by the International Federation of Library Associations (IFLA) in their *Global Vision*⁴⁴.

1. We must be champions of intellectual freedom
2. Equal and free access to information and knowledge depends on freedom of expression. Libraries' role in ensuring this needs to be better understood.
3. We must update our traditional roles in the digital age
4. To support learning, literacy and reading meaningfully in a digital age, libraries must adapt continuously. Services, collections and practices must develop to meet changing user expectations.
5. We need to understand community needs better and design services for impact
6. Expanding library outreach will help link with local partners, engage new and underserved sections of our communities, and have a measurable impact on peoples' lives.
7. We must keep up with ongoing technological changes
8. Ensuring all libraries have the right tools, infrastructure, funding, and skills to seize the opportunities provided by digital innovations is a pressing need.
9. We need more and better advocates at all levels
10. Everyone in the field needs a deeper understanding of the need for advocacy to improve perceptions and ultimately achieve our goals. Every librarian an advocate
11. We need to ensure stakeholders understand our value and impact
12. Making a stronger case for the ability of libraries to provide value will build recognition and support among decision-makers.
13. We need to develop a spirit of collaboration
14. Understanding and addressing actual and perceived barriers to collaboration will help end a tendency to work in isolation and realise the vision of a united library field.
15. We need to challenge current structures and behaviours
16. Overcoming our passive mindset and embracing innovation and change will allow us to tackle the challenges facing the library field.
17. We need to maximise access to the world's documentary heritage
18. As a united field we must apply innovative practices and tools, share expertise and resources, and advocate for solutions to legal and funding challenges, to give access to the works we safeguard
19. We must give young professionals effective opportunities to learn, develop and lead
20. The field's capacity to develop and connect young library professionals has to keep up with changing needs and allow them to become the leaders of the future.

Across the world, a number of public libraries are described as 'world class', in recognition of the services they provide to their communities. The following are some examples of these libraries. Many more examples can be found on the *Designing Libraries*⁴⁵ and *ALIA Library Design Awards*⁴⁶ websites.

⁴⁴ IFLA (2018) *Global Vision*. <https://ideas.ifla.org/global-vision-opportunities/>

⁴⁵ <http://designinglibraries.org.uk/index.asp>

⁴⁶ <https://www.alia.org.au/awards/library-design-awards-2019>

Mount Gambier, South Australia⁴⁷



9.2

Population 27,839
 \$15m
 1,900m²

Bold, interactive and entertaining the innovative Mount Gambier Library, named as the best small public library in the world, offers free Wi-Fi, access to computers, children’s play area featuring a fantasy world of caves and underwater adventures for children to explore, or have a coffee or lunch in the Bookmark Cafe, overlooking the Cave Garden. Our place reinvents ‘library’ as a state-of-the-art multipurpose community space totally relevant to its location. It’s a place where practicality takes on fantasy to draw people of all ages to an information-rich gathering place at the heart of our community, adding immeasurably to creative and intellectual life. The decision in 2008 to build a new Library was a clear recognition of the value and worth of the Mount Gambier Library to the quality of life of our citizens.

Elements critical in the decision to both build the new facility and its location were:

- Siting—must enhance the cultural hub of the City Centre (around the Cave Garden)
- Internal and external design—must exceed national best practice and be bold and imaginative
- Size and proportions—must provide a long-term library solution
- Internal spaces—must be flexible and provide discrete areas for our demographic ranges.

Awards

- Collaborative Design Commendation 2010 Australian Institute of Architects, SA Chapter
- Interior Architecture Commendation 2010 Australian Institute of Architects, SA Chapter
- People’s Choice Award 2010 Adelaide Review
- Jim Crawford Award for Innovation in Libraries 2012 Local Government Association of South Australia

⁴⁷ <http://moeckarchitect.com/wp-content/uploads/2013/11/Mount-Gambier-Library-%E2%80%93-Our-Place.pdf>

Marrickville Library, NSW



Photo courtesy of Inner West Council

Population 26,592
3,600m²
\$40m

Featuring 1,200m² of landscaped outdoor garden and a 100m² children's playground, and a café with indoor and outdoor seating areas the new (2019) Marrickville Library was built in the grounds of the heritage-listed original Marrickville Hospital. New library floors connect to the old hospital building via a suspended glazed walkway on level one. Many of the original hospital features remain.

Features

- Six small study rooms ideal for group assignments or private study.
- The Pavilion, a large event room for hire with full conference facilities and catering kitchen
- Conferencing facilities and the latest technology designed for meetings and learning
- 58 underground car parking spaces including 5 accessible spots and a loading dock
- Wi-Fi connectivity throughout the library
- Printing facilities
- 26 public computers, 6 of those complete with Adobe Suite
- A technology teaching area

<http://www.bvn.com.au/projects/marrickville-library/>

Calgary Public Library⁴⁸



Image © Calgary Public Library

Calgary, Canada
20 branch libraries
Population 1.4million
\$A260million

New architect-designed (23,000m²) Central Library

“We believe each and every person who walks through the doors will find something to take pride in. While the building is spectacular, it’s what’s inside the walls - the programming, services and cultural experiences - that will attract Calgarians and visitors alike.”

Features

- 30 community meeting areas
- Performance Hall
- 75,000-square foot outdoor plaza and greenery
- Exterior and interior artwork
- 12,000-square foot Children’s Library
- Dedicated spaces for teens, recording studios
- 450,000+ collection items
- 2 cafés
- An interfaith room
- collective gaming area
- A child-minding service
- A “Questionarium” which includes early literacy resources, board games, and tablets and laptops for loan
- A digital commons, an idea lab, audio-video editing suites
- A room for nursing mothers.
- Gender-neutral washrooms
- The Bookscalator device, which transports materials between floors
- Homeless services
- Business services and resources for start-ups and entrepreneurs
- Artists, writers and historians in residence programs
- Partnerships - internal and community

⁴⁸ <http://designinglibraries.org.uk/?PageID=1433>

The Idea Store⁴⁹



Image © londontown.com

London, UK

Idea Stores are more than just a library or a place of learning. As well as the traditional library service, they offer a wide range of adult education classes, along with other career support, training, meeting areas, cafes and arts and leisure pursuits - all brought together in easily accessible spaces which are modelled on retail environments. They are places where individuals and families come together informally to socialise. They act as venues for community clubs. Idea Stores were designed to deliver 'in a way that captured the best traditions of the library movement and education sector but present them in an exciting way - one that draws in new users and retains existing users'. There are 5 Idea Stores in London, all in highly pedestrianised areas. They all feature a retail layout and cafes.

Features

- Over 900 courses available
- Online newsletter
- Discounts at local museums, galleries and cinemas
- English conversation clubs and classes
- Job Support
- Prime Time - social club for older people
- Adult storytime
- Free legal advice
- Councillor drop-in sessions
- Darts club
- Business online services

⁴⁹ <https://www.ideastore.co.uk/>

Seattle Public Library⁵⁰



Image © Seattle Public Library

Seattle, USA
Population - 725,000
Main Library and 26 branches

Features

- 581 staff, 908 volunteers
- Over 11 million collection items
- 11,000 events, classes and activities
- Library shop run by Friends group
- Café
- Auditorium
- Writers' Room
- Music practice rooms
- Extensive heritage and local studies collection
- Events and programs
 - Arts programs - fine arts, performances etc.
 - Books on Bikes
 - Booktoberfest - Every fall, our librarians visit bars and pubs for Booktoberfest, a celebration of books, beer and good cheer. Events include bookish happy hours, librarian-hosted trivia nights, spooky stories in bars and libraries, karaoke, and more!
 - Community Conversations
 - Gaming
 - Homeless program
 - Refugee services
 - Job club
 - Museum pass - free admission to participating Seattle museums. Enjoy exhibits on aviation, art, Asian and African-American culture, pop culture, science and industry—all for free! You can reserve one pass to the same museum once every 30 days. New passes are available each evening after 9 p.m.
 - Seattle Reads - one book one city
 - Start Up workshops
 - Your Next 5 books - Looking for something fantastic to read? Tell us a little bit about what you like (and hate!) to read. We'll email you a list of five books chosen just for you.

⁵⁰ www.spl.org

Public Libraries Singapore⁵¹



Image © hewageparents.com

26 branches
Ongoing building refurbishment program

Features

- Located in housing estates, shopping malls and parks
- Long opening hours
- Specialist library branches - performing arts, design, children, YAs including Central Public Library's My Tree House, the world's first Green Library for Kids. This library is the first in the world to be steered by green principles in all facets from design and infrastructure to collection and programming. Created in partnership with City Developments Limited, this unique eco space facilitates environmental literacy in children.
- Evening storytime sessions
- Branch website pages include photo of library manager and their 'top picks' about their library
- Extensive range of business courses for start-ups and small businesses

⁵¹ <https://www.nlb.gov.sg/About/AboutPublicLibraries.aspx>

Geelong Library and Heritage Centre⁵²



Image © Geelong Regional Library / Wikipedia

\$45.5 million

6,000m²

Population 301,536

15 branch libraries, 2 mobile libraries

Features

- 1.9 million visits
- 2.6 million loans
- 124,000 members
- 1,700 major events
- A diverse collection of print, multimedia and heritage items
- Heritage Centre repository and reading room
- High-end digital technology including digital way-finding kiosks, video wall, gaming machines and mobile devices, smart tables and exploratory technology including virtual reality and 3D printing
- Internet-access computers (Mac and PC), creative software including Movie Maker, Garage Band, iMovie and on Macs; Adobe Illustrator, InDesign and Photoshop
- An entire floor dedicated to children and young people, with age-appropriate collections, digital technology and activity spaces
- Major event space with spectacular bay views
- Café and community gathering space
- Shared exhibition space
- Adaptive technology
- 5 Star Green Star rating- solar, grey water reuse, displacement air system
- Extensive outreach program
- Home Library Service volunteer based
- Seminar series - sustainability
- Word for Word National Non-Fiction Festival
- Extensive range of partnerships
- Friends' Group (\$55 pa)

⁵² <https://www.grlc.vic.gov.au/locate/geelong-library-heritage-centre-dome>

Bankstown Library and Knowledge Centre (NSW)⁵³



Image © City of Canterbury Bankstown

1 central library and 7 branch libraries
5,000m²
Population 193,398

The Bankstown Library and Knowledge Centre is a public space designed to encourage intellectual, creative and social exchange. Located in the heart of Bankstown, the development serves to revitalise a dislocated site and creates a rich spatial experience for community members and visitors.

Features

- Architect designed building
- Open seven days per week
- Sustainability initiatives include improved performance lighting and efficient air conditioning system. Use of recycled and salvaged materials.
- In-library environmental 'Green Wall' using the natural filtering properties of plants for unique air quality system
- EFTPOS available for all transactions
- Extensive volunteer program
- JP Services
- English conversation classes
- Adaptive technology
- 300 seat theatre
- Community conference centre
- Café

⁵³ <https://www.cbccity.nsw.gov.au/community/library-knowledge-centres/locations->

Green Square Library⁵⁴



Image © City of Sydney Council

Sydney, NSW
Branch of City of Sydney Library

Features

- Built using complex engineering techniques on land that was once a swamp, Green Square Library is a 2,300m² open space with 40 skylights across the roof to provide natural light.
- At its centre is a subterranean garden that offers a quiet space to read in the fresh air. There is also an amphitheatre and a café.
- A striking 6-storey glass tower emerges above the plaza houses a technology lab, a music room with a piano for practice and rehearsals, community and meeting rooms, and a dedicated children's area.
- Green Square Library has a collection of more than 40,000 books, CDs, DVDs, magazines and newspapers, and a Chinese collection. It offers a wide range of services, events, workshops and programmed activities for all ages.
- Council customer service centres is located within the library
- The plaza has trees for shade, moveable chairs, a lawn for reading and pop up events and a water play zone.
- The library and plaza have a 5-star rating from the Green Building Council of Australia. Some of the features are a central wastewater system and a low energy displacement ventilation system within the library's bookshelves.
- The library is the locals' living room and garden (Green Square is a high-density housing area)
- Public art

⁵⁴ https://nswpla.org.au/switch2018/presentations/Libraries_Designed_for_Communities-Jenn_Martin.pdf

Ipswich Libraries⁵⁵



Springfield Central Branch Library
Images © Spring Daily Record / Ipswich First

Ipswich, Queensland
Central, 3 branch libraries and a mobile
Population 200,000

Features

- 282,581 collection items
- Average 15,800 loans per week
- Open 6 days a week
- The Market Place - hand curated collection display
- STEAM powered makerspace
- Adaptive technology
- Outreach - e.g. storytime at Bunnings and the pool
- Auslan storytime
- Gaming
- Escape Room program
- Friends' Group
- Smart Lockers
- Book pod kiosk at shopping centre

⁵⁵ <https://www.ipswich.qld.gov.au/residents/library>

Shellharbour City Library⁵⁶



Images © Australian Library and Information Association

Shellharbour, NSW
Central library and 4 branch libraries
Population 63,600

Features

- 2095m²
- \$14million architect-designed building
- 600 square metre community foyer
- Café
- Outdoor area
- 350-seat auditorium
- Co-located with the City Museum, Council's customer service area, Chambers and administration centre
- Partnerships - internal and community-wide
- Open 7 days per week
- Fun, playful interiors and furnishings
- Programs
 - Makelt! Take it! For adults and children (gardening, crafts, cooking)
 - Legal and health talks
 - Escape Room
 - MakerSpace
- Public art

⁵⁶ https://nswpla.org.au/switch2018/presentations/Libraries_designed_for_communities-Shellharbour.pdf

Comparative Analysis

What do all these exemplar public libraries have in common?

- They are ‘destinations’ for local communities and visitors - that are flagship, architect-designed, highly visible and user-friendly community icons
- They are well located- in places of community activity and are also the creators of community activity
- They provide their users with spaces for creativity, socialisation, relaxation, learning and connection
- They are well-resourced learning places - for both self-education and guided learning
- They are inclusively and accessibly designed to cater for and welcome everyone i.e. building design has been through a lengthy creation process where focus through all stages has been on community engagement and user inclusion
- They contain both digital and analogue spaces - physical collections, eResources, exhibitions, and technology
- Their programs, collections, events and services have all been developed with the user in mind, through extensive consultation and ongoing monitoring and evaluation
- They are often shared spaces, combined with or co-located with other services (commercial and community) such as cafes, Council customer service centres, retail outlets, active recreation centres etc.
- Their buildings are environmentally sustainable - incorporating systems that endeavour to be carbon neutral and environmentally responsible
- Their opening hours match the community need, and often incorporate unstaffed after-hours’ access

9.2

How does Alice Springs Public Library compare?

Alice Springs Public Library is well regarded and highly valued by its community, offering a wide range of services and programs, and staffed by skilled and dedicated employees. Currently, however, the Library lacks:

An iconic city library building

A new architecturally impressive building is the cornerstone of most ‘world class’ libraries today. Alice Springs Town Council has the opportunity to deliver such a building as part of a proposed library redevelopment.

Sustainability

To be sustainable is to meet the needs of today's society in a way that does not harm the ability of future generations to meet their needs - environmental, social and financial.

Alice Springs Public Library is contributing to the economic and social sustainability of its community, but the current building is not as environmentally conscious as it could be. This should be addressed in any future rebuilding or refurbishment, for example, rainwater recovery, power from renewable energy sources, resource recovery, green walls/gardens etc.

Space

Modern public libraries not only offer spaces for reading, resources, learning and play; but bigger community areas to facilitate social connections, meeting rooms, exhibition space, user-centric spaces (Maker spaces, technology suites, co-working spaces, dedicated rooms for Young Adults’ and Children’s activities, heritage/local studies areas, recording studios etc.), cafes and outdoor activity space.

A major constraint for Alice Springs Library is the lack of available space to offer some of these services and facilities, particularly where there is user expectation for them.

Inclusion and accessibility

Being socially included means having the opportunities, resources and capabilities needed to use local services and participate in local, cultural, civic and recreational activities, learn, participate in education, training and employment, and have a voice. For public libraries, this means, for example, addressing the needs of the unemployed and people living with a disability, delivering effective support to children at risk of long term disadvantage, focusing on targeted locations, neighbourhoods and communities to ensure programs and services are getting to the right people and places, addressing homelessness, and closing the service divide for Indigenous Australians. Accessibility also relates to building and technology infrastructure (inclusive design and management). Barriers to library use include:

- Perception and awareness of the library and its services
- Education and social disadvantage
- Rural and urban isolation
- Difficult physical access
- Poor public transport
- Inappropriate staff attitudes
- Fees

Alice Springs Public Library currently does not have the space or resources to effectively address some of the issues raised above, in particular servicing more remote areas of Alice Springs and the greater Central Australian region. Detailed demographic analysis and community consultation will identify areas of need, and strategic partnerships will help provide and deliver solutions. Understanding the community (its composition, vulnerabilities, strengths and attitudes), embracing diversity and creating welcoming and accessible physical environments and infrastructure will help the library build an inclusive community.

Co-location

It is increasingly common for public libraries to be co-located with other facilities, for example local government services, community centres, museums, galleries, cafes or community health centres. Co-located facilities enhance the value of the whole facility through ease of access to a range of services in one convenient location. The opportunity for co-location should be a part of the initial thinking when developing a new library. The concept for a co-located facility is often seeded from a desire to strengthen the library profile in the community by aligning it with other key services.

A new library development will offer opportunities for Alice Springs Town Council to explore co-location partners.

Programming

Successful library programming delivers what the community wants (and/or needs) where and when it is wanted (or needed). The extent and range of events and activities is dependent not only on the audience but the resources available to the library to deliver. Many successful library programs are run collaboratively with other partners and funded by grant monies.

Alice Springs Public Library already provides a wide, varied and world class range of programs, targeted to its community. A formal practice of evaluation, pre and post program, will ensure the success and continuous improvement of future programming. It is also recommended that there is an increasing number of programs delivered offsite, for example using a dedicated library vehicle to offer pop up library events.

REPORT**TO: COMMUNITY DEVELOPMENT COMMITTEE – TUESDAY 14 APRIL 2020****SUBJECT: RECONCILIATION ACTION PLAN PROGRESS REPORT****AUTHOR: ACTING DIRECTOR COMMUNITY DEVELOPMENT****EXECUTIVE SUMMARY**

This report provides an update on Council's progress against the Reconciliation Action Plan (RAP) 2019-2021 (Attachment A). The plan was formally endorsed in August 2019, with the RAP Working Group established and meeting since November 2019.

Of the 34 deliverables identified in the plan, 14 are complete, 10 are in progress and 10 have not yet commenced.

RECOMMENDATION

That it be a recommendation to Council:

That the Reconciliation Action Plan 2019-2021 Progress Report be received and noted.

REPORT**1. BACKGROUND**

The Plan is a document written to impact the Council organisation towards stronger relationships, respect and opportunities for Aboriginal people, in keeping with Reconciliation Australia's guidance. Key milestones in development and creation of Council's Reconciliation Action Plan are outlined below.

RAP Draft endorsed by Council	August 28, 2019
Council RAP Working Group established	September 2019
RAP launched at Council Worksafe Day (all-staff)	October 23, 2019
Terms of Reference established	November 1, 2019
RAP Working Group Meetings to date	11/1/19, 7/2/20, 10/3/20, 7/4/20

The current RAP Working Group Members are listed below:

Site Representatives	
Felicity Waldock (Chair)	Library
Josh Watterson-Bateup (Co-Chair)	Civic Centre
Kiri Milne	Civic Centre
Ali Satour	RWMF
Shaye Peters	ASALC

Support Staff	
Simon Duke*	Acting Director Community Development
Biggi Gosling	Manager Human Resources
Telly Ociones	Executive Assistant to Director C/D

*Simon Duke will handover to Sabine Taylor, Director Corporate Services to be the senior management support for the RAP Working Group from April 2020 onwards.

2. **DISCUSSION**

Of the 34 deliverables identified in the plan, 14 are complete, 10 are in progress and 10 have not yet commenced. A more detailed breakdown has been provided in the tables below.

	Deliverable	Status
G10.1	Form a RWG to govern RAP implementation.	COMPLETE
G10.2	Draft Terms of Reference for the RWG.	COMPLETE
G10.3	Establish Aboriginal and Torres Strait Islander representation on the RWG.	COMPLETE
G11.1	Define resource needs for RAP implementation.	COMPLETE
G11.2	Engage senior leaders in the delivery of RAP commitments	COMPLETE
G11.3	Define appropriate systems and capability to track, measure and report on RAP commitments	COMPLETE
R1.1	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	COMPLETE
R2.2	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander organisations	COMPLETE
R3.1	Communicate our commitment to reconciliation and RAP Actions to all staff (All staff email from CEO, statement from CEO and Mayor at All staff Coffee Morning, ASTC RAP Launch event).	COMPLETE
R3.3	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	COMPLETE
R5.3	Engage a qualified and experienced Arrernte consultant to prepare and deliver cultural awareness training appropriate to the needs of Council staff.	COMPLETE
O8.2	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	COMPLETE
O8.3	Establish relationships with key Aboriginal employment and training organisations to promote Council job vacancies	COMPLETE
O8.5	Investigate renumeration and non-renumeration options to enhance flexibility of cultural leave provisions including recognition of extended leave with no threat to job security.	COMPLETE

	Deliverable	Status
R3.2	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	IN PROGRESS
R4.1	Research best practice and policies in areas of race relations and anti-discrimination.	IN PROGRESS

R4.2	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	IN PROGRESS
R5.1	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	IN PROGRESS
R5.2	Conduct a review of cultural learning needs within our organisation.	IN PROGRESS
R5.4	Embed cultural awareness training into employee on boarding and compulsory annual refreshers.	IN PROGRESS
R6.1	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	IN PROGRESS
R6.2	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	IN PROGRESS
R7.3	RAP Working Group to participate in an external NAIDOC Week event.	IN PROGRESS
O9.2	Investigate Supply Nation membership.	IN PROGRESS

	Deliverable	Status
R2.1	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	NOT YET STARTED
R2.2	RAP Working Group members to participate in an external NRW event.	NOT YET STARTED
R2.3	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	NOT YET STARTED
R4.1	Research best practice and policies in areas of race relations and anti-discrimination.	NOT YET STARTED
R7.1	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	NOT YET STARTED
R7.2	Introduce our staff to NAIDOC Week by promoting external events in our local area.	NOT YET STARTED
O8.1	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	NOT YET STARTED
O9.1	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	NOT YET STARTED
G12.1	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	NOT YET STARTED
G13.1	Register via Reconciliation Australia's website to begin developing our next RAP.	NOT YET STARTED

3. **POLICY IMPACTS**

Relevant *Alice Springs Town Council Strategic Plan* objectives include:

Objective 1 - Dynamic Community: A dynamic prosperous community where everyone is included underpinned by safe, reliable infrastructure and social investment.

1.1.2 Promote community engagement, cohesion and safety.

Objective 4 – Dynamic Council: A well governed council that leads by example, advocates for our community, innovates and delivers excellent services, and works with others collaboratively to help create the community we want to live in.

4.2.3 Be an employer of choice

Lead Indicator: Develop a RAP by June 2018 for Council.

4. FINANCIAL IMPACTS

To date for the current financial year, \$8,000 has been budgeted to cover costs of Cultural Awareness training.

5. SOCIAL IMPACTS

It is expected that the RAP and actions within will have a positive social impact on the workplace culture of Council, particularly for Aboriginal and Torres Strait Islander staff.

6. ENVIRONMENTAL IMPACTS

Nil

7. PUBLIC RELATIONS

Council will have opportunity to report progress against the deliverables in the plan in future progress reports, annual reports and Council's website.

8. ATTACHMENTS

Attachment A – Reflect Reconciliation Action Plan 2019-2021



Simon Duke
ACTING DIRECTOR COMMUNITY DEVELOPMENT



Alice Springs Town Council

Reflect Reconciliation Action Plan *September 2019 – March 2021*



Document published September 2019

9.3

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Acknowledgement of Traditional Owners

Alice Springs Town Council respectfully acknowledges the Traditional Owners and Custodians of Mparntwe (Alice Springs), past, present and future.

References

This *Reconciliation Action Plan* has been guided by the following documents and work:

- Reconciliation Australia Reflect Reconciliation Action Plan Template
- Feedback from Council staff through interviews conducted by Ken Johnson AM PhD, of Desert Connections
- Feedback from Lhere Artepe Aboriginal Corporation
- *Alice Springs Town Council Strategic Plan 2018-2021*

Scope

This *Reconciliation Action Plan* (RAP) has been written with the reconciliation journey of the Council organisation as its focus with the Reflect RAP template prescribed by Reconciliation Australia as its basis. It is therefore an internally facing document, though viewable by the public. It is not intended to be a plan for the broader town of Alice Springs, though Council is supportive of reconciliation initiatives locally, regionally and nationally. However, it is important that the RAP contain actions that are tangible and deliverable, within the organisation's sphere of direct influence and with available resources.





Inaugural raising of the Aboriginal flag for NAIDOC Week , 18 July 2018

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From the Mayor

Alice Springs (Mparntwe) has an extensive Aboriginal and Torres Strait Islander cultural heritage, providing many opportunities for engagement and connection for our visitors and residents to enjoy. As elected representatives for the community, we recognise and pay our respects to the Traditional Owners and Custodians of Mparntwe (Alice Springs), past, present and emerging.

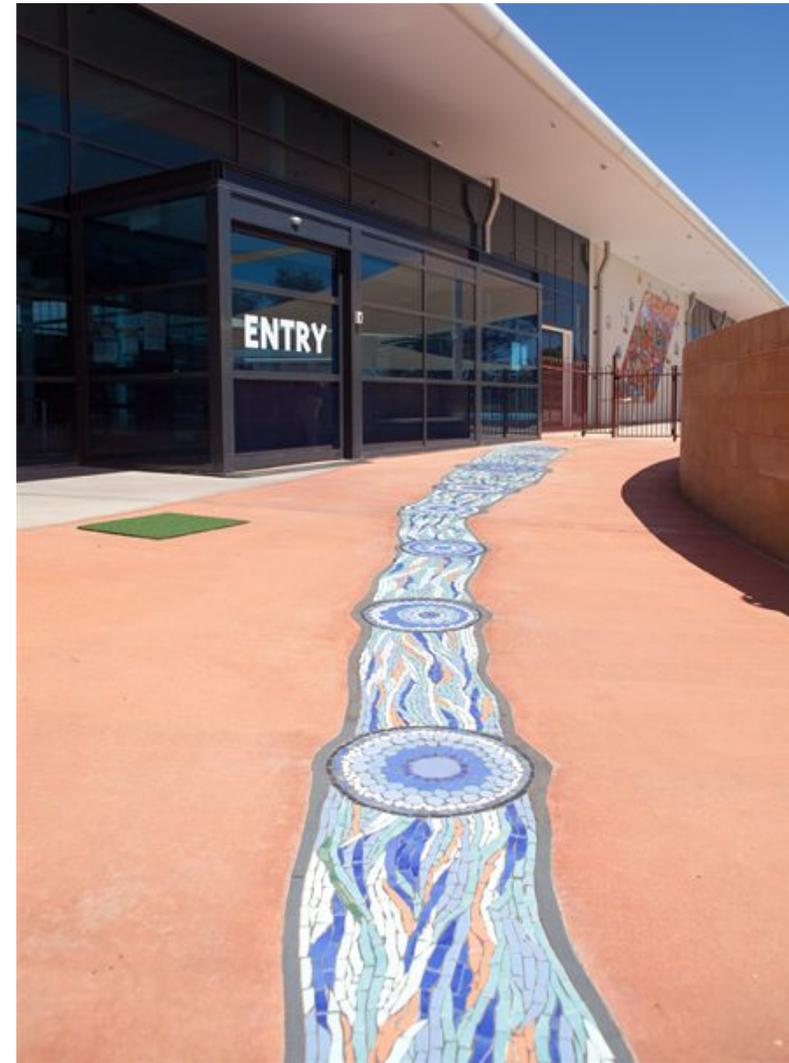
Our community embraces its diverse and shared history, and here, in the ancient heart of Australia, the journey to becoming a proud, empowered community continues with Alice Springs Town Council's *Reflect Reconciliation Action Plan, 2019-2021*.

A living Reconciliation Acton Plan (RAP) demonstrated by a local government authority – via its employment strategies, workplace initiatives and service delivery – offers greater opportunities to Aboriginal and Torres Strait Islander peoples, with the benefits flowing to the entire municipality.

In implementing the RAP's practical steps, Council staff will enjoy stronger, respectful collaborations guided by a greater awareness and appreciation of Aboriginal and Torres Strait Islander culture and history. Empowered and informed, staff will embody this RAP when engaging with key external suppliers, community and stakeholder groups as well.

Alice Springs Town Council welcomes this milestone in the journey to reconciliation with Aboriginal and Torres Strait Islander peoples and their integral role in our community's future social, cultural and economic wellbeing.

Damien Ryan
Mayor of Alice Springs



Alice Springs Aquatic & Leisure Centre



From the CEO

.....

I am very pleased to present Alice Springs Town Council's *Reflect Reconciliation Action Plan 2019 – 2021* (RAP).

The contents of this plan represent a formalising of actions and detailing of strategies that will assist the organisation in achieving its future vision of an inclusive workforce.

The purpose of the RAP is to consolidate and strengthen the Council's existing connection with Aboriginal and Torres

Strait Islander peoples by focusing attention on sensitive and practical ways to build strong and lasting relationships with employees and residents from the local Aboriginal and Torres Strait Islander community.

The RAP's actionable strategies are also designed to guide all Council employees forward in their cultural awareness, and to encourage further engagement and fostering of connections between non-Aboriginal and Aboriginal and Torres Strait Islander colleagues.

As it adapts and evolves over time, the RAP will continue to assist in identifying the needs of Aboriginal and Torres Strait Islander employees and provide the tool for developing appropriate responses, with an aim to maintaining workplace flexibility, impartiality and relevance.

In creating this RAP, our organisation reaffirms its commitment to respect and acknowledge the Traditional Custodians of Mparntwe, the Arrernte people, their history and connection to country, and to keep this front-of-mind in everything we do – our daily processes, project planning and implementation, and presence in the community.

I would like to acknowledge Ken Johnson of Desert Connections, Council staff and community members who have consulted, contributed to, or collaborated on this plan. Their thoughtful work has created a solid foundation upon which to build an inclusive and respectful organisation that accurately reflects the dynamics of our community.

May the journey ahead proceed with open ears, minds and hearts.

Robert Jennings

CEO Alice Springs Town Council



Overview of Council

The organisation and its role in the community

Alice Springs Town Council provides local government services and advocacy for the community of Alice Springs (Mparntwe). The municipality is located in the heart of Central Australia, on the traditional lands of the Central Arrernte people, and serves as a regional hub for a range of services and activities. There are roughly 13 Aboriginal language groups, with languages still spoken fluently in and around Central Australia by Aboriginal residents and visitors to Alice Springs.

Alice Springs Town Council provides local government services to the municipality and has a broad regional influence, working in cooperation with neighbouring councils and organisations, as well as Territory and Federal governments, to deliver the best possible outcomes for residents.

Specifically, services include maintenance of Council's public facilities, such as the Alice Springs Public Library, Alice Springs Aquatic & Leisure Centre, Regional Waste Management Facility, sporting facilities and ovals, parks and open spaces, plus management of roads, pathways and waste collection.

Council regularly provides free community events, development programs for families, seniors and youth, and civic functions including four annual citizenship ceremonies.

Council consists of nine Elected Members, including the Mayor, who discuss and direct decision-making on behalf of the community. Council's services are delivered by its employees of which there are currently 185 permanent staff, with 25 (13.5%) identifying as Aboriginal or Torres Strait Islander peoples. Council is one of the largest and longest standing employers in Alice Springs, recognising that its workplace culture also influences interactions with the community.

The Council Chamber and the main administration centre are located within the Alice Springs central business district (CBD) at the Civic Centre, adjacent to the Todd River (Lhere Mparntwe), with four more service offices located within the township.

The Alice Springs Town Council Strategic Plan 2018 to 2021 makes a firm and unambiguous commitment to a strong, co-operative working relationship with Traditional Owners.



Alice Springs Town Council *Reflect Reconciliation Action Plan, 2019 – 2021*
Building a better future through relationships, respect, opportunities and governance.

Council outdoor workers

9.3





Council staff clearing debris after a storm, 2017



Council staff member with local children on National Tree-planting Day 2017

Background

Alice Springs Town Council has developed a *Reconciliation Action Plan* (RAP) to take meaningful steps forward, in the organisation's culture and practice, towards a respectful, relationships-based approach to work and service provision. Council acknowledges that its activities within the municipality of Alice Springs (Mparntwe) take place on the traditional lands of the Central Arrernte people.

The initial RAP Working Group was established in 2017 and carried out preliminary work in the development of a RAP.

In 2018, independent local consultant, Ken Johnson, was engaged to interview 25 Council staff, drawn from horizontal and vertical cross-sections of the workforce, 11 of whom identified as Aboriginal and / or Torres Strait Islander peoples. Interviewees were invited to offer personal opinions on the organisation's cultural literacy, its relationships with Aboriginal and Torres Strait Islander peoples, and also for views on how the organisation might improve as a welcoming workplace.

Each year, within our facilities and out in the community, Council staff are interacting with Aboriginal and Torres Strait Islander people representing diverse language groups, for many of whom, English may be a third or fourth language. The majority of these interactions and relationships

are positive. However, there is more to be achieved and a *Reconciliation Action Plan* provides a helpful framework for developing relationships and understanding together.

This *Reflect Reconciliation Action Plan* is the formal commencement of Alice Spring Town Council's reconciliation journey. Despite our organisation having more frequent interaction and greater exposure to Aboriginal and Torres Strait Islander peoples and their cultures than many other local government authorities in Australia, we acknowledge that, for change to be lasting and effective, our journey is just beginning.

Council can learn much from engaging with the proven processes that Reconciliation Australia has in place. Internally, the RAP Working Group comprising a cross-section of the organisation, and working with Lhere Artepe Aboriginal Corporation will monitor actions and measure progress outlined in the *Reflect RAP* and, in due course, develop future RAPs.

As a member of Council's Executive team, the Director of Corporate & Community Services (CCS) is the designated 'RAP Champion', reporting directly to the CEO. Both Human Resources and Governance units reside within the CCS Directorate in Council's organisational structure.



HR Manager Biggi Gosling with Charlie King of 'the No More' Campaign, 2018



Alice Springs Public Library's Roo-tail BBQ, NAIDOC Week 2019

Council's partnerships

Community partnerships

- Alice Springs Town Council (ASTC) has a formal Partnership Agreement in place with Lhere Artepe Aboriginal Corporation, acknowledging the organisation as the peak body for matters affecting Aboriginal people in Alice Springs (Mparntwe).
- ASTC also has in place a *Memorandum of Understanding* with Tangentyere Council establishing cooperation between both organisations to enhance outcomes for Aboriginal and Torres Strait Islander peoples in Alice Springs (Mparntwe).
- ASTC has made a strong commitment in solidarity with the 'No More' campaign, advocating against family and domestic violence amongst Aboriginal and Torres Strait Islander peoples. Initially using sport as the primary medium of engagement, the campaign's focus has since expanded to a broader audience. 'No More' representatives Charlie King and Adrian McAdam launched Alice Springs Town Council's engagement with the campaign at a presentation in 2018. Council is committed to continued support of 'No More' campaign initiatives.

Internal activities / initiatives

- ASTC has historically supported NAIDOC and National Reconciliation Weeks with the Community Development Unit and Public Library, in particular, hosting free community events and programs for the general public in support of these important initiatives. Council events are often promoted as opportunities for members of the public to engage directly with Elected Members and Council staff.
- ASTC Ranger Unit's Indigenous Liaison Officer provides internal advice and informs, guides and supports Rangers in being culturally aware when engaging with Aboriginal and Torres Strait Islander peoples in the course of their duties.
- ASTC Public Library's Indigenous Library Services Officer assists peer Officers in promoting meaningful services and access to Library programs for Aboriginal and Torres Strait Islander peoples.
- A component of ASTC's induction process for new permanent staff is cultural awareness training, including appropriate communication and response, which is facilitated by a local Aboriginal trainer. Staff are given an overview of language, kinship, connection to country as well as contemporary issues faced by Aboriginal and Torres Strait Islander peoples.





NAIDOC Week rally on Council lawns, 2019



NAIDOC Week rally on Council lawns, 2019



Alice Springs Public Library staff



Council outdoor workers

Working together to serve the community

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	September, 2019	Indigenous Liaison Officer
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	December, 2019	Director, Corporate & Community Services
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May, 2020	Administrative Trainees x2
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May – 3 June, 2020	RAP Working Group Chair supported by RWG members
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May – 3 June, 2020	RAP Working Group Chair supported by RWG members
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation and RAP Actions to all staff (all staff email from CEO, statement from CEO and / or Mayor at all-staff Coffee Morning, ASTC RAP Launch event.) 	September 2019, then ongoing	Mayor, CEO & Directors
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on the reconciliation journey. 	November, 2019	Manager Governance
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that could be approached to collaborate with on our reconciliation journey. 	November, 2019	Manager Governance
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	March, 2020	Manager Governance & Manager HR
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	May, 2020	Manager Governance & Manager HR

Relationships

9.3



Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	February 2020	Director Corporate and Community Services
	• Conduct a review of cultural learning needs within our organisation.	May 2020	Manager HR
	• Engage a qualified and experienced Arrernte consultant to prepare and deliver cultural awareness training appropriate to the needs of Council staff.	Feb 2020	Manager HR
	• Embed cultural awareness training into employee on-boarding and compulsory annual refreshers.	July 2020	Manager HR
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area.	June 2020	CEO, supported by Directors & Managers
	• Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2020	CEO, supported by Directors & Managers
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2020	Manager Community & Cultural Development Unit
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2020	Manager Community & Cultural Development Unit
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2020	RAP Working Group Chair supported by RWG Members



Smoking Ceremony, NAIDOC Week, 2019



Central Australian Aboriginal Congress supporting Alice Springs Public Library NAIDOC Week event, 2019

Opportunities

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	May 2020	Manager HR
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Feb 2020	Manager HR
	• Establish relationships with key Aboriginal employment and training organisations to promote Council job vacancies	October 2020	Manager HR
	• Explore expansion of ASTC Contact Officer positions to include additional Indigenous Contact Officers at Depot, Regional Waste Management Facility and Civic Centre/Library	July 2020	Manager HR
	• Investigate remunerated and non-remunerated options to enhance flexibility of cultural leave provisions including recognition of extended leave with no threat to job security.	October 2019	CEO, supported by Directors & HR Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Feb 2020	Manager Finance
	• Investigate Supply Nation membership.	Feb 2020	Senior Finance Officer

9.3



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	September 2019	Director, Corporate & Community Services
	• Draft Terms of Reference for the RWG.	October 2019	Manager Governance
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	October 2019	Manager Governance with support from Indigenous Liaison Officer
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	September 2019	Director, Corporate & Community Services
	• Engage senior leaders in the delivery of RAP commitments.	September 2019	RAP Working Group Chair
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2019	Manager Governance
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2020	Director, Corporate & Community Services
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	September 2020	Director, Corporate & Community Services



Mayor Damien Ryan with participants in National Tree-planting Day, 2017

For further information on this RAP, contact Alice Springs Town Council on (08) 8950 0500, or by email to astc@astc.nt.gov.au





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REPORT

TO: COMMUNITY DEVELOPMENT COMMITTEE – TUESDAY 14 APRIL 2020
SUBJECT: STRATEGIC YOUTH FRAMEWORK REPORT
AUTHOR: ACTING DIRECTOR COMMUNITY DEVELOPMENT – SIMON DUKE

9.4

EXECUTIVE SUMMARY

This report provides an overview of the proposed Council Strategic Youth Framework for consideration and endorsement by Council. The framework provides important strategic guidance for Council officers implementing youth programs and initiatives now and into the future as Council continues to play an important role in simultaneously addressing youth challenges whilst also building their capacity to become engaged, active citizens, equipped to contribute positively to the community.

RECOMMENDATION

That it be a recommendation to Council:

That Council endorse the draft Strategic Youth Framework.

REPORT

1. BACKGROUND

Council initiatives in the youth sector have been well received by the community and have expanded in number over time (ASALC Splash Parties, YamFest, Phoney Film Festival, Youth Recycled Arts Prize, Desert Hoops and Library Geek in Residence program). These programs have been initiated in response to both opportunities and needs that have presented themselves over time bringing Council to a point where now a suite of youth programs and events occur with Council support.

The concept of a Council Strategic Youth Framework was first raised at the Council Forum held Monday December 9, 2019 as an important guiding document requiring development to suitably guide Council youth programming towards:

- A clearer set of strategic parameters for Council youth programs.
- A logical foundational document to support the maturing of youth program delivery for Council now and into the future.
- The diversity of Council youth programs to be strategically working to a shared goal and outcomes aligned to Council's strengths and capabilities.

2. **DISCUSSION**

The draft Strategic Youth Framework has been developed with input so far from experienced staff of Council and stakeholders in the youth services sector in Alice Springs.

The need for the framework was identified through a combination of observing how other local government bodies and youth organisations had created strategic parameters to more effectively guide the direction and focus of their youth programming, as well as through the process of developing advice for Council in regards to the strategic options available in addressing pressing youth challenges in Alice Springs.

The strategic element of the Framework is related to the Youth Program Framework which outlines:

One High level goal – the uniting focus for all Council run youth programs

Three Outcomes – the foundational pillars that support young people towards the goal

Five Approaches – the visible aspects that Council youth programs will be noticed and distinguished by

Ten Principles – the underpinning characteristic and values that Council youth programs will be guided by

The operational element of the Framework is related to the *Project Quality Cycle* and associated tools that support monitoring, reflective practice, evaluation and decision making. The appendices containing the tools used in the Project Quality Cycle haven't been included in Attachment A as they are an operational aspect of the framework that will be reviewed and updated in line with best practice as required.

3. **POLICY IMPACTS**

Relevant *Alice Springs Town Council Strategic Plan* objectives include:

Objective 1 - Dynamic Community: A dynamic prosperous community where everyone is included underpinned by safe, reliable infrastructure and social investment.

1.1.1 Develop and enhance programmes, as well as services

4. **FINANCIAL IMPACTS**

There are no direct costs associated with adoption of the Strategic Youth Framework. It is expected that implementation of the Framework will improve Council return on investment in youth programming over time through increased effectiveness.

5. SOCIAL IMPACTS

It is expected that the implementation of the Strategic Youth Framework will have a positive social impact on youth participating in Council programs as well as on the broader Alice Springs community.

6. ENVIRONMENTAL IMPACTS

Nil

7. PUBLIC RELATIONS

The Strategic Youth Framework would be a strategic document that guides Council staff and will be predominantly used internally by Council staff, however the strategic elements of the framework could be communicated on the Council website and in other relevant forums.

8. ATTACHMENTS

Attachment A – Draft Strategic Youth Framework



Simon Duke
ACTING DIRECTOR COMMUNITY DEVELOPMENT



Strategic Youth Framework

Alice Springs Town Council

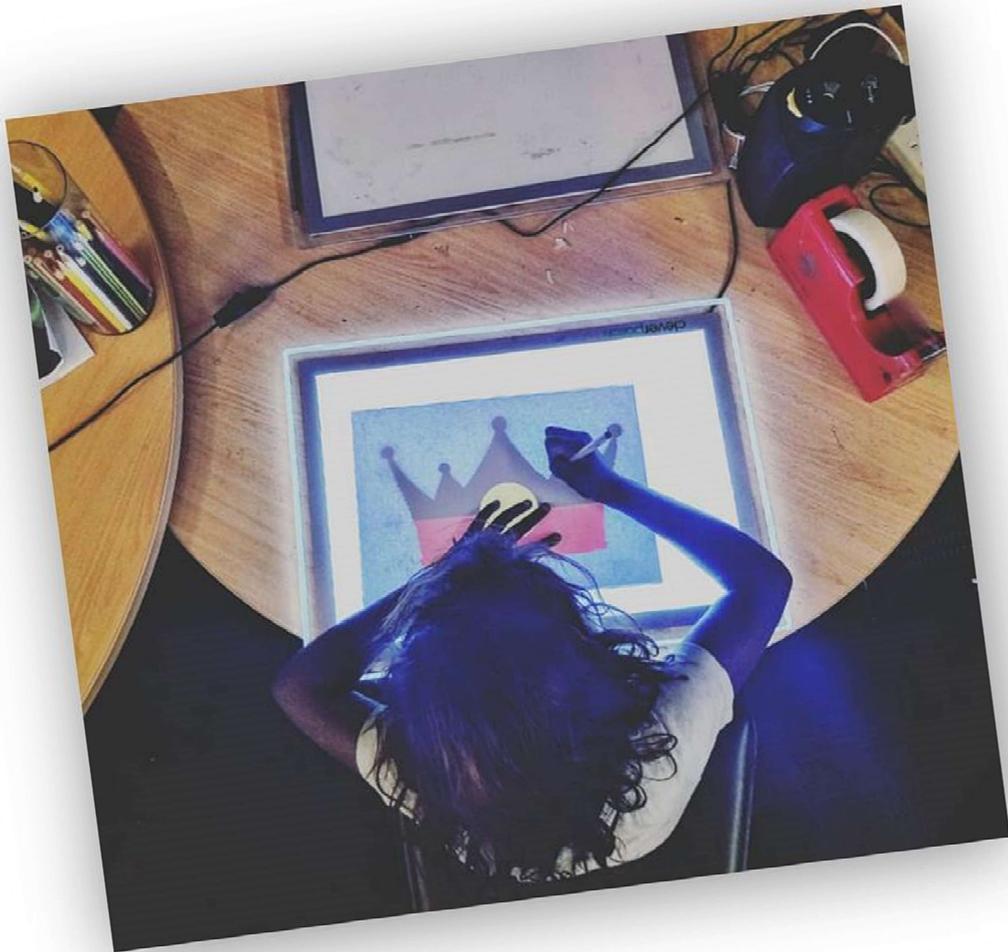
9.4



Acknowledgement of Traditional Owners

Alice Springs Town Council respectfully acknowledges the Traditional Owners and Custodians of Alice Springs (Mparntwe), past, present and future.

9.4



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ASTC Strategic Youth Framework

This document provides the strategic framework for Council run youth programs to enable an intentional approach with realistic expectations to be adopted to maximise Councils positive impact on youth in Alice Springs.

The context that Alice Springs Town Council operates in is culturally rich, diverse, varied and challenging. Inter-generational and other trauma, lack of access to resources and low levels of English literacy are examples of some of the challenges that youth face in Central Australia. In contrast to these challenges, young people have unique gifts and perspectives, ideas that can benefit the community and strengths to tap into and develop. Alice Springs is uniquely placed to bring young people from around the world, Australia and thousands of generations local to Central Australia together to share, learn, develop and strengthen the community for tomorrow.

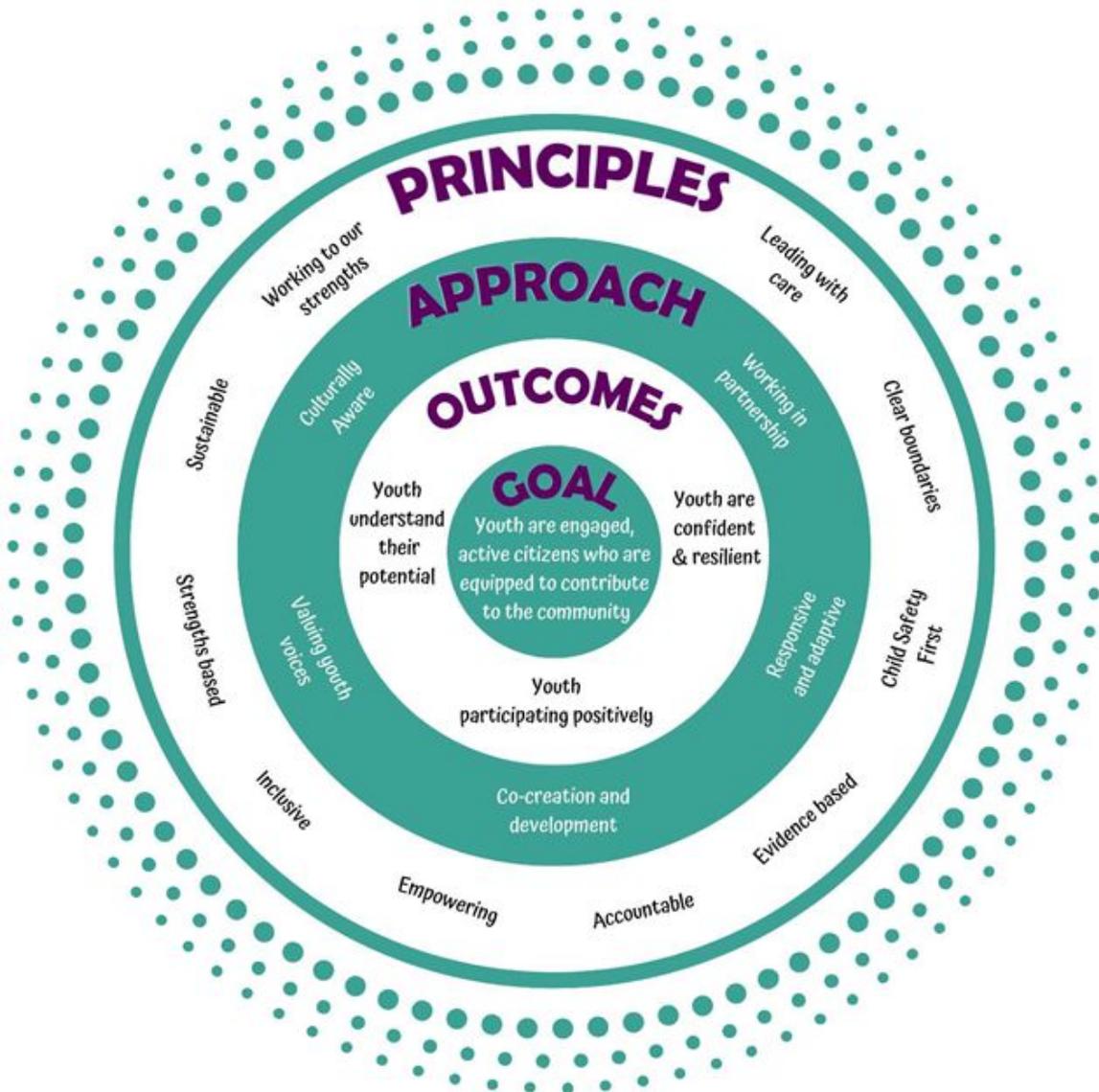
The framework consists of 2 key aspects and these are the:

1. **Youth Program Framework** that summarises and ties together the goal of Council youth programs with Outcomes, Principles and Approaches.
2. **Project Quality Cycle** for ensuring consistency in the processes that develop, monitor, implement and evaluate the effectiveness of all Youth Programs across Council. A project quality cycle supports the ongoing learning, improvement and effectiveness of Council's youth programming. Additional tools are included in the Appendices to support the quality and effectiveness of decisions made at various stages of the Project Quality Cycle.

Other tools may be added in future as required to support Council towards achieving program goals.

1. YOUTH PROGRAM FRAMEWORK

This framework captures and summarises the Goal, Outcomes, Approach and Principles for Council’s youth programming. Youth programs and activities are not required to fit all the criteria expressed in the framework, however there should be alignment with one or more of the criteria at each level of the framework and no programs or aspects of programs working in opposition to them.



GOAL

Youth are engaged, active citizens, equipped to contribute positively to the community.

The goal of Council's youth programs in contributing to youth being engaged and active citizens reflects an important space that Council is able to make a meaningful contribution in, that is also aligned to Council's broader objectives related to community engagement and participation.

The fulfilment of this goal looks like young people being involved in decisions that affect them and the community. It also indicates that Council youth programs will do more than just entertain, but will provide pathways and opportunities for equipping and capacity building towards positive and constructive community participation. There may be many avenues towards youth being supported towards this goal, however the end point is clarified and provides a clear focus for Council in terms of a realistic high-level aim for all young people participating in Council programs, that program staff can also align to and evaluate program effectiveness against.

9.4

OUTCOMES

The 3 key outcomes are considered foundational pillars for young people to effectively become engaged and active citizens who contribute positively. The outcomes enable designers and facilitators of programs to focus their activities on things that develop these capacities in young people, acknowledging that intentional environments can positively shape a young person's capacity development.

1. Youth understand their potential

This means programs will support young people to discover and leverage the talents and strengths they possess for the good of the community as well as offer pathways to enable young people to further develop these. In addition to focusing on capacity building, this approach is also about supporting young people to be agents of change. Young people do not always feel fully included or valued in the broader community, and their ideas not always listened to. Encouraging their meaningful participation and input in the community and decision-making processes will also highlight to young people their ability to impact the world around them.

2. Youth are confident and resilient

Resilience has been defined as the capacity of individuals, groups and systems to cope successfully in the face of risk and adversity. Resilience focuses on the presence of both internal assets, such as social skills and temperament, and external resources. These can help counteract the effects of risk factors, and allow positive adaptation despite challenging circumstance. Another key aspect of resilience is building strong networks for young people, and connecting them with people who can help them. Resilience is an important characteristic for young people as it allows them to make sense of the world, build strong relationships, seek support when they experience difficulties, and avoid more risky activities and behaviours.

This means that youth will be equipped with skills and resources that help them to respond with resilience to setbacks and persevere in doing the right things for themselves and the community despite peer or other pressures in their lives. This outcome requires youth workers to build relationships of rapport and trust to enable them to have appropriate difficult conversations and challenge destructive behaviours or ways of thinking that impact on themselves or the community around them and encourage and develop ways of thinking and doing that support resilience.

3. Youth participate positively

This means youth are given the opportunity and skills to participate in the life of the community and in decisions that affect them. Interpersonal skills of listening, showing and receiving respect, communication, expression of ideas, teamwork and leadership all become valuable tools in a young person's life skills that enable positive participation now and into the future.

When young people feel included, supported, valued and empowered, they will be more likely to positively participate, and contribute to, the social, cultural, creative, recreational and civic life of the community. Integral to this outcome is ensuring young people have control over their lives, they are able to take on valued roles that influence real outcomes, and that all young people are able to participate. Another key aspect of encouraging participation is providing young people the knowledge, skills, values and motivation to make a difference. Young people have a diversity of strengths and ideas to give.

APPROACH

Council's approach reflects 5 commitments to a way of doing things that are visible to people observing Council Youth programs. The 5 aspects also enable better programming to occur as each commitment brings with it particular benefits to youth, Council, and other stakeholders.

1. Working in partnership

Having strong partnerships with young people, the youth sector and broader community, is a key aspect of developing sustainable and effective youth programs, services and strategies. Working collaboratively and strategically with other stakeholders produces better outcomes, as it can result in integrated services and programs, sharing of resources and knowledge, and early identification of emerging needs and gaps. It is also important to work in partnership with young people themselves to encourage youth voice and develop their skills and capabilities.

Council will actively partner with other agencies that share Council's commitment to young people to avoid duplication of services, diversify program services, best respond to emerging needs of young people, and improve the effectiveness of its youth programs.

Council currently partners with a range of youth stakeholders, including:

- Department of Chief Minister (DCM), Northern Territory Government
- Alice Springs Meeting Place Foundation / Uniting Church
- Central Australian Youth Linkup Service (CAYLUS)
- Gap Youth & Community Centre (GYCC)
- Tangentyere Council, Access to Education (A2E)
- Central Australian Aboriginal Congress (CAAC), Social & Emotional Wellbeing Service
- YMCA Alice Springs
- Chamber of Commerce
- Apmere Angkentye-kenhe
- St Joseph's Flexible Learning College
- Anglicare NT - Intensive Youth Support Service
- Multicultural Community Services of Central Australia
- Disability Advocacy Service
- Schools and Charles Darwin University
- Red Cross
- Bush Mob
- Youth Action Group
- headspace

2. Valuing youth voices

An approach that values youth voices is central to youth engagement. Youth voice means that the unique ideas, opinions and concerns of young people are respected and young people feel free to express themselves within an organisation, program or space. It is vital that youth voices are seen as equally important as those belonging to adults, and that young people are encouraged and empowered to engage and participate in the planning and delivery of program, services and strategies that not only impact them, but the future of Alice Springs.

Council is committed to providing opportunities for young people to engage and participate in the social and creative life of Alice Springs by providing youth-driven programs and events, and facilitating processes and projects that increase their civic and community engagement. Council is also committed to providing opportunities for young people to develop their leadership skills, and ability to connect and participate in networks, to support their ability to communicate their needs, ideas and concerns more clearly and widely.

Additionally, valuing youth voices also involves ensuring that clear grievance and feedback processes exist for youth to be able to safely raise issues that may be affecting them in order to seek a resolution or improve outcomes.

3. Culturally aware

A culturally aware approach is critical to successful youth programming in the Central Australian context. Many activity-based programs experience high levels engagement from Aboriginal youth who operate in a 'high context' cultural environment. This is in contrast to other programs that Council operates that have greater appeal to youth with a western worldview and upbringing where different ways of learning and communication exist.

A culturally aware approach:

- Removes barriers for young people
- Increases trust and rapport between program staff and young people
- Improves effectiveness of program engagement
- Is conducive to shared two-way learning
- Affirms and values a young person's cultural identity
- Values inclusion and delivery of content in a young person's first language

4. Co-creation and development

Co-creation is a process that facilitates meaningful engagement by bringing different groups together to produce an outcome that is jointly supported and valued. A central value of co-creation is that neither the organisation nor the end-user can reach an ideal solution to a challenge without collaborating, as both of these groups have complementary knowledge and skills. By working together in this way, there is a greater opportunity to create something that is sustainable, responsive to real needs, and will have a significant social impact. Young people are not always consulted regarding services or decisions that will impact them, and their values and ideas overlooked. By including young people as co-creators when evaluating and developing new programs and strategies, it will not only provide input from the people the program is being designed for, but it will support more buy-in and empowerment of young people as end-users.

5. Responsive and adaptive

Youth needs are complex, and the nature of these needs and the context around them can regularly change. When working with young people, it is vital to be agile and responsive, and adapt programs, strategies and services to meet their emerging and changing needs. A core feature of being responsive, is actively working in partnership with stakeholders and young people to identify gaps, challenges and needs, and work collaboratively to address these in an integrated and effective way. This means that new approaches and strategies can be proactively developed as needs start to arise, rather than being reactive once these become significant issues. Another key aspect of this approach is the ability to quickly adapt programs by regularly evaluating and monitoring outcomes to ensure that they are still meeting core objectives. This approach particularly relies on evidence-based practice, as evidence and best-practice methodologies will always provide a strong grounding to programs, and support the ability to recognise when and how to adapt them.

PRINCIPLES

10 Principles underpin the framework. These principles are characteristics or values that Council youth programs will be guided by at all stages. Unlike the 5 approaches, the principles are more subtle in their expression, but equally as important in providing the right foundation for effective youth programming towards the goal.

1. Working to our strengths

Council, in partnership with young people, Northern Territory Government, schools, youth organisations and the community, has a significant role to play in ensuring young people in Alice Springs are engaged, empowered, included and celebrated. Council has operated in the youth space for many years, and has existing knowledge, networks, experiences and resources across the organisation that can be utilised when developing youth programs and strategies. Some of Council's current key strengths include:

- experience running a diverse range of youth programs (including for at risk young people), in education, the arts, and health and wellness.
- strong networks in the youth services sector and community.
- qualified and passionate staff.
- experience developing and operating welcoming and safe spaces for young people.
- a Council that is committed to improving outcomes for young people.

By working to its existing strengths, Council will be more effective and sustainable in its approach to youth issues.

Key ways to utilise existing strengths can include:

- having a whole-of-organisation approach to youth programming and services to ensure timely, effective and integrated responses to young people's needs and interests.
- continuing to develop strong partnerships with organisations committed to supporting young people so programs are effective, relevant and integrated.
- continuing to evaluate and develop youth programs.
- developing strong messaging and consistency across youth programs.

2. Sustainable

Sustainability is a key driver for long-term positive environmental, economic and social change. For a project to be sustainable, it needs to consider not only cost, time, quality and scope, but also broader social contexts, feedback and relationships, to ensure the longevity and success of programs. Having sustainability as a critical program objective is particularly important in the youth sector where resources and services can be limited, change can take time, and losses in service provision can result in significant negative impacts on young people. A key aspect of developing sustainable programs is ensuring meaningful consultation and relationship building with stakeholders, so assumptions aren't made on what will work, and what won't, and programs and strategies are supported and integrated into the broader youth sector.

Ways to ensure project sustainability can include:

- aligning youth programs and services with organisational strategic goals, policies and procedures.
- regularly evaluating youth programs.
- supporting, and not duplicating, existing youth services, programs and events.
- consulting youth and relevant stakeholders when developing new youth programs to avoid making assumptions on the need of new programs, projects and events, and the best way to develop and implement them.
- investing time and resources in staff who work with young people to support consistency and the ongoing development of youth programs.

3. Strengths based

Strengths-based practice values the capacity, skills, knowledge, connections and potential in individuals and communities, where organisations build on these strengths to encourage positive change. People are experts of their own situation. By focusing on people's strengths, and working collaboratively with them, they can become co-producers, rather than just passive receivers of services and programs. Young people have unique needs and assets that are distinct from those of adults or children, and have skills, knowledge, connections and capabilities that can be drawn on through youth programs and services to make a positive difference in their own lives and in their communities.

Keys ways to support a strength-based approach to youth engagement include:

- supporting young people to participate in processes of change, and contribute to the development and adaptation of youth programs, to best meet young people's current and emerging needs and priorities.
- ensuring that youth programs are collaborative and focus on capacity building and the development of young people.

4. Inclusive

Young people in Alice Springs are highly diverse, coming from a range of backgrounds and environments. Alice Springs Town Council recognises that a young person's experiences, views and needs are shaped by intersecting identities including race, culture, gender, sexuality, socio-economic background and disability. Depending on their backgrounds, young people can have unique needs and barriers which may impact their participation in the community, activities and programs. To ensure young people are properly supported to engage with programs and the broader community, it is necessary to actively shape programs and strategies so they are inclusive of all young people no matter their background, and especially those with multiple disadvantages.

Keys ways to encourage inclusion is by:

- ensuring programs, public spaces and community facilities, are inclusive of, and accessible to, all young people.
- ensuring that all staff working with young people are culturally competent.
- making sure young people feel valued, respected, and involved.

- including young people's needs and opinions in planning, programming and delivery of services, so young people are included in making decisions that affect them.
- publicly celebrating and acknowledging the diversity, creativity and positive contributions of young people.

5. Empowering

Youth empowerment is the process where young people gain skills and resources to impact their own lives and the lives of other individuals, organisations and communities. Empowerment can happen across psychological, community, organisational, economic, social and cultural dimensions Alice Springs Town Council recognises that empowering young people to be change agents is vital in driving positive and sustainable change. When young people are actively engaged and contributing to their community, they are less likely to engage in anti-social and risky behaviour, and have better health and wellbeing outcomes. Participation in organisational membership, such as youth groups, can also enhance social wellbeing. Keys ways to encourage youth empowerment is by:

- recognising young people's strengths, interests and abilities.
- actively involving young people in decisions that affect them.
- providing effective platforms for meaningful participation, particularly for young people who are most marginalised, to strengthen the implementation and outcomes of programs and strategies.
- providing opportunities that support young people's leadership to shine.
- facilitating the development of programs and services, and youth places and spaces, which have positive role models and encourage young people to have high expectations of themselves.
- ensuring youth voices are properly heard and acted on. When this does not happen, young people can become disillusioned with processes that say they are encouraging youth engagement, but do not adequately respond to their concerns.

6. Accountable

Accountability refers to the obligation of an individual or organisation to account for its activities, accept responsibility, and to disclose results in a transparent way. Accountability is important in building community trust in organisations, programs and services, and requires the development of clear objectives, strong and transparent evaluation and feedback pathways, and meaningful stakeholder relations. Ways to prioritise accountability in youth programs can include:

- seeking feedback and ideas from diverse groups and individuals, through both formal spaces (schools, youth groups, inter-agency meetings etc.) and informal spaces (social media, informal meetings, at youth events).
- ensuring that programs and decision-making processes are accessible to young people, including giving consideration on how to communicate information and collect feedback from young people, and adapting formats, locations and language.

7. Evidence based

Evidence-based practice relies on qualitative and quantitative evidence to implement the best practices available, form strong arguments, guide decision-making, and clearly identify linkages between core project components and expected outcomes. Evidence can be external, such as community consultation, sector research, project feedback, and internal such as project reviews. It is a process that involves critical thinking and evaluation of information to determine the most effective and efficient programs for the community. Evidence-based projects, policies, programs and services are also more sustainable, as the objectives and outcomes are based on identified gaps, needs or methodologies. Evidence-based practice can be implemented by:

- ensuring that all programs and services follow a consistent planning and best-practice process, are informed by evidence, and include ongoing evaluation and clear measures and outcomes.
- ensuring an expressed community need exists before implementing programs
- a commitment to allow the evidence to speak regarding the effectiveness of programs

8. Child safety first

All children have the right to be safe and to reach their full potential. Alice Springs Town Council is committed to the safety of all children, and recognises its legal and moral obligations in ensuring that all children are safe in Council run programs and at Council facilities. Council is committed to the cultural safety of children and young people from culturally and/or linguistically diverse backgrounds, and to providing a safe environment for children and young people with a disability.

As per Alice Springs Town Council's Child Safety Policy, safety for young people is supported through:

- adhering to mandatory reporting requirements to contact relevant authorities when concerned about a child's safety.
- keeping the needs and safety of children in mind at all times regarding facility maintenance, community programs, facility rules, and conduct of Councillors, staff, contractors and volunteers.
- creating a culture with appropriate systems, training and procedures to support child safe practices.
- ensuring all people engaged in child-related work, including volunteers and contractors, hold a valid Working with Children Clearance and to provide evidence of this.
- aligning practices and procedures to support the National Principles for Child Safe organisations that represent national 'best practice'.
- demonstrating a commitment to hearing children's voices on issues that affect them.

9. Clear boundaries

Boundaries are guidelines, rules, expectations or standards relating to behaviour. Boundaries are important for young people, as young people who have been provided clear boundaries have better relationships and health and wellbeing outcomes, as well as stronger independence and decision-making abilities. Boundaries also provide young people a clear

sense of rules and standards in a space or program and support the physical and emotional safety of all participants. Key ways that clear boundaries can be implemented include:

- collaborating across services and programs in an organisation, and broader community, to clearly articulate expectations.
- encouraging peer interactions, including mentoring and inter-generational connections.
- organising activities where young people can take risks in safe and supportive environments.
- ensuring appropriate levels of supervision in all youth programs.

Respectful language and conduct will always be used in teaching and enforcing boundaries. When young people overstep a boundary, particularly when it impacts on the physical or psychological safety of participants, staff or the built environment a restorative justice approach and process will be utilised to draw learning from and repair relationships appropriately. For any criminal activity, Police will be informed and engaged with.

10. Leading with care

Leading with care prioritises being mindful of people's needs, encouraging an understanding of underlying emotions, values and beliefs, and creating positive environments. Caring should not be perceived as procedural, but rather as vital in determining appropriate techniques to meet goals, understanding the unique qualities and needs of individuals and groups, and providing a caring, safe environment that supports people to be the best they can. This approach is important in youth programs and services as it supports the empowerment and inclusion of young people. Key ways to implement a leading with care approach includes:

- having clear principles and guidelines for projects to ensure safe and welcoming environments.
- ensuring appropriate training for staff so they know how to best interact in a caring and empathetic way with young people.
- an awareness of trauma-informed practise.

2. PROJECT QUALITY CYCLE

The Project Quality Cycle would be spaced over a 12-24 month period dependant on the program to ensure appropriate fit, proper design, meaningful monitoring, accountable evaluation and structured reflection to enable the ongoing learning, improvement and effectiveness of Council's youth programming.

The cycle provides a structured framework that creates opportunity for creation, monitoring, evaluation and reflection with a view to enabling continuous improvement of youth programs. The stages of the cycle are described in more detail below.



1. Assess

In the assessment stage the following is addressed:

- Where from and how much demand has been expressed for a program?
- Does the data available indicate a need or opportunity for the program to be run?
- Does the program align with the Youth Framework Goals, Outcomes, Approaches and Principles? (using *Project Assessment Tool* – Appendix 2)
- What resources would be required to effectively run the program?
- Reflection on the *Ansoff Matrix* (Appendix 1) and where the program fits in the matrix.
- A high level risk analysis
- The development of a high level project brief
- A recommendation to Council based on the assessment undertaken whether to proceed and if so, in what way.

2. Design

Design takes into account the program model and ensures adjustments to suit the local context and specific participant dynamics and resources available.

The design stage should include the development of:

- a) Detailed outcomes and targets aligned to the Strategic Youth Framework
- b) Relevant training and procedural materials for program staff
- c) Inclusion of young people's voices

The design stage is complete when a detailed project brief (for internal use) is completed and agreed upon by the relevant Managers and Director.

3. Monitor

Monitoring takes place once the program is being implemented using the outcomes and targets and also considers how and what information will flow through to relevant channels and be reported on.

The purpose of monitoring is to be able to gain information as the project unfolds on what is being effective and not effective in facilitating progress towards strategic goals and outcomes, allowing for iterative improvements. A combination of quantitative and qualitative data can be used as a part of the monitoring process.

4. Evaluate

Evaluation refers to the more formal process carried out quarterly, 6 monthly or annually to determine the degree to which program outcomes were met and formally document recommendations moving forwards. Larger and more complex programs may require external support for evaluation which should be budgeted for up front if required. Program evaluations and the recommendations flowing from them should be communicated to Elected Members for their awareness.

5. Reflect

Reflective practice involves valuing reflection as a critical part of the program improvement process. The aim of reflection should be for those involved in the program to take one step back and take on multiple points of view. The reflection should be influenced by information gleaned from the evaluation process. A *Post Implementation Review* (Appendix 3) should also be utilised at the start of the Reflect process.

The key decisions to make through the reflection process at the end of a program cycle (for example annually) are whether the program transitions in terms of:

- Expansion
- Cessation
- Council's role in the program adjusting

Or the program is redesigned, which may involve minor or significant adjustments dependant on the recommendations flowing out of the Evaluate and Reflect steps in the program Quality Cycle. Ultimately, the decision whether to transition or redesign the program will sit with Elected Members through Council's existing governance processes.

REPORT

TO: COMMUNITY DEVELOPMENT COMMITTEE – TUESDAY 14 APRIL 2020
SUBJECT: ALICE SPRINGS TAKEAWAY FOOD APP
AUTHOR: MANAGER COMMUNITY AND CULTURAL DEVELOPMENT – JEANETTE SHEPHERD

9.5

EXECUTIVE SUMMARY

This report is in regards to financially supporting Chamber of Commerce NT’s Alice Springs Takeaway Food App project proposal.

RECOMMENDATION

That it be a recommendation to Council:

Council considers supporting Chamber of Commerce NT’s Alice Springs Takeaway Food App project proposal to the value of \$10,000 GST excl.

REPORT

1. BACKGROUND

In an initial response to the bushfires and COVID-19 outbreak, Tourism NT released an Immediate Tourism Resilience Plan in March 2020 to help minimise the impacts of these events on the Territory’s tourism industry. Through this program, Tourism NT proposed activating and delivering an Alice engagement campaign to stimulate activity amongst the self-drive market and general visitors to Alice Springs.

A report went to Council in March 2020 requesting \$10,000 towards their Activate Alice campaign. This decision, however, was deferred by Council because of the inability to run this project due to increased community restrictions related to COVID-19.

With the Activate Alice campaign unable to go ahead, Council Officers queried Tourism NT about other project ideas they might have to support the local tourism and business sector. In response to this, Tourism NT is keen to support a proposal involving the development of a takeaway app to showcase food options available for takeaway, and therefore stimulating more local spend in Alice Springs whilst COVID-19 restrictions are in place, keeping in mind the app would also have value once COVID-19 restrictions have lifted.

Tourism NT has advised that they don’t have the capacity to deliver this project. However, they have liaised with Chamber of Commerce NT, who have indicated their strong support for this project, and have developed the proposal to deliver it for Council to review (See Attachment A).

2. **DISCUSSION**

There is currently information online on where people can order food in Alice Springs in response to sit-down dining restrictions, but nothing in a dynamic platform.

The two main existing pages are:

- *Locals Supporting Locals* page on the Council website – this is still in development and provides a static list of links to broader local businesses, such as good services. The restaurants/cafes/bars listed do not provide direct access to menus.
- *Alice Springs Takeaway* page (over 4,500 members) – a lot of this information appears on a feed, so it can be hard to locate all the information in a central point, especially with menus. A PDF of local restaurants and cafes, with basic information such as hours has also been created through this page.

The intent of the proposed app is to provide a central information source for food ordering options, which will support people to keep spending in the community, and hopefully allow local restaurants, cafes and bars to survive and continue their operations through to the recovery stage when tourists return to town.

Other Councils and communities have been producing similar apps. For example, Katherine Town Council are in the process of developing the 'Everything Katherine' app, which is a free business app. This will include takeaway options, but also information on other businesses and trades, as well as mental health support, COVID-19 information, government grants etc.

The app would be suitable for smartphone, tablet and desktop devices, and compatible with iOS and Android systems. The launch of the app would be supported by an advertising campaign to create awareness of the app.

Chamber of Commerce NT have indicated their interest in developing this into a longer-term project that can be used as an ongoing one-stop-shop on dining options in Alice Springs for not just locals, but tourists visiting the area.

3. **POLICY IMPACTS**

Alice Springs Town Council Strategic Plan 2018 – 2021:

Objective 2: A Dynamic Community

1.1: Inclusiveness and support

1.1.2: Promote community engagement, cohesion and safety

1.2: Economic growth and prosperity

1.2.3: Support ongoing tourism development and prosperity

4. **FINANCIAL IMPACTS**

\$78,060 is currently available in the 2019/2020 Tourism (858) budget line. A decision to fund \$50,000 for Brindle Film's MaveriX series was deferred at the 30 March 2020 Ordinary Council meeting.

5. SOCIAL IMPACTS

This program will help to support local businesses by encouraging locals to keep spending in the community, which will hopefully allow more local businesses to continue their operations through to the recovery stage of COVID-19.

6. ENVIRONMENTAL IMPACTS

This app will encourage increased food takeaway, which will likely see increased use of single-use plastic items in the community.

7. PUBLIC RELATIONS

There will be positive media opportunities related to the program, including Council's collaboration with Chamber of Commerce NT to provide support to local businesses.

8. ATTACHMENTS

Attachment A – Project Overview Form – Chamber of Commerce



Jeanette Shepherd

MANAGER COMMUNITY AND CULTURAL DEVELOPMENT



Simon Duke

ACTING DIRECTOR CORPORATE AND COMMUNITY SERVICES

Project Overview

Project Title	Alice Springs Takeaway Food App – COVID 19 community support
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Destination	Alice Springs			
Project Summary & Timing	Creative Development	Start/End	Other	
	Develop and EOI closed to Alice Springs businesses	ASAP, for a minimum period of 9-12 months	Future commercial opportunity for Alice Springs Business	

Campaign / Project Details	In response to the COVID-9 restrictions placed on the general public and food outlets, the Chamber of Commerce NT will activate and deliver a takeaway/food delivery app to support Alice Springs businesses who are offering takeaway food options.	
Campaign Objectives	<p>To create a trusted app for local takeaway outlets to showcase their takeaway food options to Alice Springs locals, stimulating more local spend in Alice Springs.</p> <p>The intent is to provide Alice Springs food outlets with a free online platform to upload and self-manage their takeaway food options, operating times and business contact details. This will create a user-friendly one-stop-shop for customers to peruse local menus and contact businesses directly to place takeaway orders without having to rely on incorrect or out-of-date information on social platforms such as Facebook.</p>	
Target Market	Alice Springs takeaway outlets and residents.	
Creative Requirements	App development that will be suitable on smartphone, tablet and desktop devices, compatible with IOS and Android systems.	
Integration requirements	This campaign will be supported by PR/social media activity/digital activity.	
Call To Action	Chamber of Commerce NT	
Marketing Agreement	Alice Springs Town Council to advise if they are able to support this project with funding.	
Industry Communications	Industry communications will be required, this can be in partnership with Tourism Central Australia, Alice Springs Town Council and Chamber of Commerce. Expression of interest process will be undertaken and local takeaway outlets will be engaged.	
Budget Overview	Chamber of Commerce	\$5000
	Partner (ASTC)	\$10,000
	Total	\$15000

Reporting
<p>Monthly reporting on usage</p> <p>Feedback on the quality of the App (from the develop and the customer and the outlets)</p> <p>Number of businesses loaded on the App.</p>

**MINUTES OF THE MEETING OF THE
SENIORS COORDINATING COMMITTEE
ON WEDNESDAY 18 MARCH 2020 4:00PM
ANDY MCNEILL ROOM, CIVIC CENTRE, TODD STREET**

1. ATTENDANCE:

PRESENT:

Councillor Jamie de Brenni (*Chair*)
 Geoff Sloan, General Member
 Lowell Wood, Dementia Australia
 Fran Kilgariff, Council of the Ageing (COTA)
 Kate Lewis, Anglicare NT
 Sue Jones, National Seniors of Central Australia
 Val Hoey, Alice Springs Seniors Citizens Association
 Edna Saunders, Probus Club of Alice Springs
 Nerida Holmes, Relationships Australia (*Guest*)

OFFICERS IN ATTENDANCE:

Simon Duke, Acting Director Community Development
 Jeanette Shepherd, Manager Community and Cultural Development
 Clare Fisher, Manager Library Services (arrived at 4:03pm)

13th Alice Springs Town Council Seniors Coordinating Committee	17 Jul - 19	21 Aug - 19	18 Sep - 19	16 Oct - 19	20 Nov - 19	19 Feb - 20	18 Mar - 20
Mayor Damien Ryan	✓	A	Meeting cancelled – no quorum	✓	✓	✓	A
Councillor Jamie de Brenni	✓	A		✓	✓	A	✓
Councillor Catherine Satour				✓	✓	A	A
Councillor Glen Auricht	✓	✓					
Edna Saunders	✓	✓		--	✓	✓	✓
Ian Towns	✓	✓		✓	✓	A	A
Lowell Wood	✓	✓		✓	✓	✓	✓
Fran Kilgariff	✓	✓		A	A	✓	✓
Shauna Hartig	✓	✓		✓	✓	✓	A
Sue Jones	A	A		✓	✓	✓	✓
Kate Lewis	✓	✓		✓	✓	✓	✓
Val Hoey		✓		✓	✓	--	✓
Geoff Sloan	✓	A		A	✓	A	✓
Rhiannon Fletcher / Belinda Staniforth		✓		✓	A	A	A
Bronwyn Arnold	✓ Proxy	✓ Proxy		--	--	--	--

✓	Attended	A	Apology received
✓ Proxy	Proxy attended in place of committee member	--	No attendance and no apology recorded

The meeting commenced at 4:00pm.

APOLOGIES:

Mayor Damien Ryan
 Councillor Catherine Satour
 Belinda Staniforth, Catholic Care NT
 Ian Towns, University of the 3rd Age
 Shauna Hartig, Country Women's Association
 Robert Jennings, Chief Executive Officer
 Kiri Milne, Community Development Officer
 Telly Ociones, Executive Assistant (*Minutes via recording*)

2. CONFLICT OF INTEREST:

Nil

3. MINUTES OF THE PREVIOUS MEETING:

RESOLVED:

That the minutes of the Seniors Advisory Committee meeting held 19 February 2019 be confirmed as a true and correct record of that meeting, subject to amendment to Item 4.1, the date should read 24 March 2020, not 26 March 2020.

Moved: Sue Jones
 Seconded: Fran Kilgariff

4. BUSINESS ARISING FROM PREVIOUS MINUTES:

4.1 NT Concession Cards

Geoff Sloan gave the following information on the NT Concession cards:

- In 2018, the NT Government introduced the NT Concession Scheme (NTCS) and the NT Seniors Recognition Scheme (NTSRS), which is transitioning to a prepaid card
- The administration of the scheme is being set, such as rules for renewals, etc.
- The prepaid card will be provided to all members of the NT Seniors Recognition Scheme who have confirmed their details from 1 July 2020.
- Eligible members will receive a \$500 payment each financial year (*payment is non-accrual*). Members will be issued with a prepaid card that can be used for travel, accommodation, fuel, electricity or water.
- Members should always check the merchant category codes who can accept the NTSRS prepaid card before making a purchase.
- If an item or service being purchased costs more than the balance on the prepaid card, for example travel, check that the business offers multiple (or split) payment options.
- Any clarification on the three cards relating to senior (NT Seniors Card, NT Concession Scheme and NT Seniors Recognition Scheme), please refer to COTA through Fran Kilgariff

Fran Kilgariff advised that Territory Families have asked her to assist seniors wanting to register their NTSRS prepaid card at the 50 Plus Centre.

ACTION:

Manager Community and Cultural Development to put information on the Council website Seniors webpage advising that assistance to seniors NTSRS prepaid card is available through COTA at the 50 Plus Centre.

4.2 Walking Netball

Fran Kilgariff advised that the Walking Netball social competition has been cancelled today, until further notice.

Councillor Jamie de Brenni advised that the Parrtjima Festival on 3 April has been postponed to 9 - 20 September 2020.

5. DEPUTATION:5.1 Marilyn Kleeman, ASTC Healthy Communities Coordinator

Marilyn Kleeman introduced herself to the Committee and her role with seniors in keeping them fit, active and connected with the community, especially those with chronic health concerns. Marilyn created an exercise program that can be done at home, in line with the public health advice suspending all current programs and events due to COVID-19. In the interim, this is the first step to encourage and support ongoing activities in the coming months. Copies of the program were distributed to the Committee.

Val Hoey asked if the ASALC facility will be closed. The Acting Director Community Development advised that Council officers conducted a risk assessment on the facility resulting in a low risk result. Research from the Center for Disease Control and World Health Organisation shows that the level of chlorine (with proper operation, maintenance, and disinfection) in swimming pools is more than enough to remove or inactivate the virus that causes COVID-19, however, it is still essential, in all public facilities, to observe social distancing and personal hygiene. At ASALC the water in the pools are tested every four hours that they are open to ensure they comply with water quality guidelines. At all Council facilities there is strict protocol in relation to disinfecting surfaces.

6. OTHER BUSINESS:6.1 Upcoming Council and Community Events

The Manager Community and Cultural Development reported the following:

- Council is currently evaluating its upcoming events against risk assessment documents provided by Secure NT and making the necessary preparation in accordance with the advice from the Australian Government, NT Department of Health and the NT Chief Health Officer in regard to COVID-19
- To date the following non-essential events have been cancelled: Multicultural Fitness month, Heart Foundation Walks on Saturday mornings, Twilight in the Mall

6.2 Update from Manager Library Services

The Manager Library Services gave the following update:

- In terms of COVID-19 risk mitigation, all the soft furnishings in the Library have been stripped out so that all the chairs can be wiped down and disinfected. Every second PC has been disabled to observe social distancing.

- Started double loans double time program (40 items for two months) to encourage less interaction and less visitation to the Library.
- Borrow box is a safe way to access the Library system. All you need is an internet connection on your computer, tablet, smartphone or e-book reader. You can download free library books, magazines and audiobook.
- Looking at click and collect type program, where people who are not able to come to the Library can send through a request form and will organise delivery of items.
- Regular Library programs and events have been suspended for the time being.
- The library youth hub pilot program due to launch on 6 April next to the Adelaide House is still happening, at this point in time.

6.3 Pensioner Pruning Service

Council's Pensioner Pruning Removal service is a free green waste collection which occurs twice a year in May and November. For the month of May, this service will be carried out from 26 May.

Aged pensioners who would like to use this service should complete an application form which can be downloaded from the ASTC website and lodge it at the Civic Centre on Todd Street. Application closes 24 May at 4:30pm. This service is advertised on the Council website and on social media.

6.4 Seniors Month Planning

Council officers are still progressing with planning programs for the seniors events in August at this point in time.

6.5 COTA Cost of Living Survey

The COTA NT 2020 Cost of Living Survey of Seniors has been launched and is being distributed across the Northern Territory from March 2020. The survey will help draw the best possible picture of how seniors are feeling about the cost of living in the NT.

You can choose one of four ways to complete the survey by visiting the webpage at <https://www.cotant.org.au/news/cota-nt-cost-of-living-survey-launched/> or by calling telephone number 08-8941-1004.

ACTION:

Manager Community and Cultural Development to email further information to the Committee advising closing date and where survey forms can be picked up.

6.6 COVID-19 Virus

Geoff Sloane would like to emphasize that people need to control other diseases that may occur, such as flu, in order to reduce the stress on hospitals.

Young people should be aware that while they might be less likely to become severely ill, they can just as easily spread the virus to others, most specially to older people or those with chronic medical condition, who are at higher risk.

6.7 Alice Springs 50 Plus Centre

Val Hoey advised that the 50 Plus Management Committee have taken the decision to close the Centre from Saturday, 21 March to 5 April and re-assessing the situation at that particular time. The national body of Seniors U3A and Bridge Club have cancelled all their activities immediately.

Seniors Citizens have been trying for some time to do a pop-up Op Shop at Ti Tree community but has failed twice. This will take another two months to try again as everything at the moment is on hold.

Probus activities are suspended until 1 April.

6.8 Relationships Australia

Nerida Holmes advised that their office is still open for business but following government advice on social distancing and increased cleaning regime. Events through Family Legal Pathways network have been cancelled.

6.9 Dementia Australia

Lowell Wood advised that their office is still open and providing face to face support but following the Department of Health's advice on COVID-19 safety measures. However, this may change next week. Dementia Support Australia, which is separate from Dementia Australia, are no longer doing home visits, unless it is an absolute emergency. Memory Clinic with the Department of Health also ceased doing home visits.

6.10 COTA NT

Fran Kilgariff advised that all COTA NT activities for March and April have been suspended.

6.11 Anglicare NT

Kate Lewis advised that Anglicare NT is still operating as per government advice. The social support group has been cancelled as most of them are older and have underlying health conditions.

6.12 Supporting Local Businesses

Councillor de Brenni would like to note the effect of COVID-19 to the mental health of people and to the local economy. Please support local businesses through your organisations as much as you can at this current situation. Discussion ensued about ways to help support those experiencing hardship in one way or another. The Manager Community and Cultural Development advised that Council is looking at ways to support the community especially those experiencing social isolation. Teleconferencing was suggested to help interact with people.

7. **NEXT MEETING:**

Wednesday, **15 April 2020** at 4:00pm via teleconference

8. **CLOSURE OF THE MEETING:**

The meeting closed at 4:50pm

**MINUTES OF THE MEETING OF THE
ALICE SPRINGS AQUATIC & LEISURE CENTRE COMMITTEE
ON TUESDAY 24 MARCH 2020 at 12:00pm
COUNCIL CHAMBER**

Due to the COVID-19 pandemic this meeting was held via Zoom teleconference.

1. ATTENDANCE AND APOLOGIES:

PRESENT:

Mayor Damien Ryan
Deputy Mayor Matt Paterson
Councillor Jimmy Cocking (*Chair*)
Councillor Glen Auricht – *attended in the Council Chamber*
Councillor Eli Melky

OFFICERS IN ATTENDANCE (*attended in the Council Chamber*):

Simon Duke, Acting Director Community Development
Scott Allen, Director Technical Services
Petina Franklin, Acting Manager Alice Springs Aquatic & Leisure Centre
Telly Ociones, E/A to Director Community Development (*minutes*)

APOLOGIES:

Robert Jennings, Chief Executive Officer

13th Alice Springs Town Council ALICE SPRINGS AQUATIC & LEISURE CENTRE COMMITTEE	9 Sept 2019	12 Nov 2019	24 Mar 2020
Mayor Damien Ryan	✓	✓	✓
Deputy Mayor Matt Paterson	✓	✓	✓
Councillor Jimmy Cocking	✓	✓	✓
Councillor Glen Auricht	A	✓	✓
Councillor Eli Melky	✓	✓	✓

✓	Attended
Proxy	Proxy attended in place of committee member
A	Apology received
--	No attendance and no apology recorded

The meeting opened at 12:00pm.

2. DISCLOSURE OF INTEREST:

Nil

3. MINUTES OF PREVIOUS MEETINGS:**RESOLVED:**

That the minutes of the Alice Springs Aquatic and Leisure Centre Committee meeting held 12 November 2020 be confirmed as a true and correct record of that meeting.

Moved: Mayor Damien Ryan
Seconded: Deputy Mayor Matt Paterson

4. BUSINESS ARISING FROM PREVIOUS MINUTES

All matters actioned.

5. DEPUTATIONS

Nil

6. OTHER BUSINESS**6.1 Winter Opening Hours Update**

In line with current public health advice, the Alice Springs Town Council is to cease operation of the ASALC facility as at 12noon on Monday, 23 March 2020, until further notice. The already approved winter opening hours between May and August will be discussed when the situation returns to normal.

6.2 Capital Project Update

The Acting Director Community Development provided a progress update on ASALC capital projects.

Water Play Splash Pad

The splash pad has been completed and operational during the summer school holidays. However, there was an issue with the concrete cracking. The contractor, from Western Australia, has committed to repair it. Unfortunately, with the current COVID-19 situation and quarantine/self-isolation measures, the timing of the repair has to be reviewed and re-negotiated. Council has withheld \$100K from the contract until the splash pad is repaired.

Fencing for the water play splash pad was scheduled for installation over summer, but there were delays with the contractor and the materials. The contractor has been on site for the last two weeks measuring up the area and preparing to install.

ASALC Changeroom and Kiosk Upgrades

Approval to go to Tender for the Changeroom and Kiosk upgrades was provided at the February Ordinary meeting. Tender documentation is still waiting to be finalised, but should be ready to go out in April 2020. The project has been split into two stages, with the ASALC changeroom to be in Stage 1 and the kiosk Stage 2.

The Acting Director Community Development mentioned that the kiosk upgrade may be able to be prioritised over the changeroom upgrade, considering the current COVID-19 situation and ASALC closure.

6.3 Scheduled Maintenance Update

The plans that have been put in place for maintenance will be unchanged, with the COVID-19 outbreak and facility closure.

Maintenance to drain the 50-metre pool is scheduled for 1 May. Every two years the pool is emptied and thoroughly cleaned including minor tile maintenance if required. This is normally a 4 to 5-week process, depending on the work required once the pool is emptied. Some minor works have been identified.

The leisure pool maintenance (mainly focused on the river island) is also scheduled for May 2020.

6.4 Business Plan Progress Update

The Acting Director Community Development provided the following update on the ASALC Business Plan Improvement Goals:

Improvement Goal 5: Build leadership capacity of key ASALC staff

In early March, Simon Thiessen from 'The Real Learning Experience' delivered a two-day workshop and leadership training with ASALC staff to enhance workplace relationships, communication and culture.

2020/21 Budget

Council officers asked Elected Members to advise their priorities for programs and projects. With the kiosk and changeroom update taking place, the Acting Director does not anticipate any major capital budget requests out of the Business Plan for the next financial year.

The following items need further investigation/re-assessment in the next financial year:

Improvement Goal 8: Adventure Playground

Improvement Goal 11: Mini Golf Course

Improvement Goal 13: Outdoor Gym Equipment

Improvement Goal 4: Improve performance (efficiency & enrolments) of ASALC Swim School

A plan to increase school engagement and uptake has been created, however, due to the staffing situation last year this was delayed. This will be prioritized to be ready in time for the re-opening of the facility. It is to be noted that there has been a number of schools that pulled out of their term 2 scheduled lessons prior to ASALC closing.

Improvement Goal 6: Integrated software for management of ASALC operations

Council is looking more broadly across the organisation for a system that would work sufficiently at ASALC and integrate with Council's existing core systems as part of broader IT system review for Council.

Improvement Goal 7: Toddler pool to zero depth splash pad conversion

A Purchase Order is in place for the installation of the splash pad fence. The contractor has been on site and will complete installation by the end of April 2020.

6.5 Royal Life Saving Society of Australia 2019 Facility Safety Audit

The Acting Director Community Development noted that on the Audit Actions Register presented to the Committee, the greyed-out action items indicate that they have been followed up and completed, while the items in black print indicate that they are in progress.

The Acting Director Community Development would like to thank Petina Franklin in her role as Acting Manager ASALC, for driving and progressing each of these audit action items since the audit was completed in August/September 2019.

6.6 ASALC Finances

Due to the impacts of COVID-19 and subsequent closure of the facility on ASALC's revenue an urgent budget review was undertaken. In addition to the revenue impact, there are operational costs such as employee costs, plant rooms and pools that still require maintenance. The Acting Director Community Development indicated that it is not viable to shut down the plant rooms and the filtration systems. Some things have been done to reduce operational costs including:

- turning off heaters to reduce gas consumption
- 'winterising' the pools allowing them to use one pump at a time
- keeping chlorine dosage to a minimum

A revised ASALC budget for 2020/21 financial year has been prepared for Elected Members' consideration, with the impact of COVID-19 factored in and with the assumption that the ASALC facility will be closed July, August and September.

6.7 ASALC Staff

Mayor Ryan asked if there will be a Manager visiting the pools everyday with the ASALC closure. The Acting Director Community Development advised that there will be staff at ASALC from Monday to Friday, so that no penalty rates are incurred. The pools require an operations person to attend the pool for 1 ½ to 3 hours each morning to do plant rooms check as well as test the pool water and make any adjustments required. For casual staff there will be no regular work for them starting Monday next week. The intention is to introduce a training schedule for them in order to maintain their skills in preparation for when ASALC reopens.

Councillor Melky enquired if Council is able to provide jobs elsewhere for those staff who will be out of work due to the COVID-19 closure. The Director Technical Services advised that at the ASALC operations meeting today, it was discussed about how Council can better utilise the permanent staff, in the first instance, and engage casual staff by keeping their skills set up so that they are qualified and competent when the facility reopens. There are a lot of areas that the Senior Executives and Managers are looking at for potential opportunities for all staff to work moving forward.

Councillor Melky expressed his support to ensure that casuals and full-time staff are maintained regardless.

6.8 ASALC Security and Kiosk Items

Mayor Ryan asked about the security at ASALC and the rotation of food stock. The Director Technical Services advised that the food stock will be moved to the Depot. With regard to security, there will be some permanent staff checking the facility every morning.

The Acting Director Community Development added that since the roller shutters and CCTV were installed at ASALC there has been no break-ins for kiosk items. The only security incidents were related to rock throwing and car break-ins in the carpark.

Mayor Ryan left the meeting at 12:47pm

6.9 Acting Director Community Development

Councillor Cocking thanked the Acting Director Community Development for the hard work and commitment he has shown for the facility as ASALC Manager and for stepping up to the role of Acting Director Corporate and Community Services and with the Council restructure as Acting Director Community Development. On behalf of the ASALC Committee and Council we wish you the very best for the future.

Petina Franklin also expressed her thanks to the Acting Director on behalf of the staff at ASALC.

The Acting Director Community Development acknowledged the Committee and the Elected Members for its support in moving the ASALC facility forward.

6. DEPUTATIONS

Nil

7. NEXT MEETING

Tuesday, 23 June 2020 at 12:00, TBA

8. CLOSURE OF MEETING

The meeting closed at 12:50pm

MINUTES OF THE
TOURISM, EVENTS & PROMOTIONS COMMITTEE MEETING
 THURSDAY 26 MARCH 2020 at 4:00PM
 COUNCIL CHAMBER

Due to the COVID-19 pandemic this meeting was held via Zoom teleconference.

1. ATTENDANCE

PRESENT:

Mayor Damien Ryan (Chair)
 Councillor Marli Banks
 Councillor Jimmy Cocking
 Merrilyn Spencer, Community member
 Jennifer Standish-White, Red Hot Arts Central Australia
 Brendan Heenan, Community member
 Alana Richardson, Chamber of Commerce Central Australia

OFFICERS IN ATTENDANCE (attended on site):

Simon Duke, Acting Director Corporate and Community Services
 Jeanette Shepherd, Manager Community & Cultural Development
 Telly Ociones, Executive Assistant (minutes)

APOLOGIES:

Steve Shearer, Community Member
 Lindsay Dixon, Tourism NT
 Courtney Hana, Marketing Manager, Yeperenye Shopping Centre
 Liz Olle, Department of the Chief Minister
 Robert Jennings, Chief Executive Officer

13th Alice Springs Town Council Tourism, Events & Promotions Committee - Attendance List 2018/2019	25 Jul-19	29 Aug-19	26 Sep-19	31 Oct-19	28 Nov-19	27 Feb-20	26 Mar-20
Mayor Damien Ryan	✓	Meeting cancelled – no quorum	✓	✓	✓	A	✓
Councillor Catherine Satour	✓		A	A	✓	A	--
Councillor Jimmy Cocking	A		A	✓	A	✓ phone	✓
Councillor Marli Banks	A		✓	✓	✓	✓	✓
Councillor Jamie de Brenni	✓		✓	✓	✓	✓	✓
Alana Richardson	✓		✓	✓	A	A	✓
Stephen Jarrett	✓		✓	✓	✓	--	✓
Lindsay Dixon (started 26/9/19)	✓		✓	✓	--	✓	A
Jennifer Standish-White (started 26/9/19)	✓		✓	✓	✓	✓	✓
Steve Shearer	✓		✓	A	✓	✓	A
Nicole Walsh / Courtney Hana (started 27/02/20)	✓		✓	✓	✓	✓	A
Brendan Heenan	✓		--	A	A	A	✓
Liz Olle	A		A	✓	✓	A	A
Merrilyn Spencer	✓		✓	✓	✓	✓	✓

✓	Attended	A	Apology received
✓ <i>Proxy</i>	Proxy attended in place of committee member	--	No attendance and no apology received

The meeting opened at 4:00pm.

2. CONFLICT OF INTEREST

- 2.1 Jennifer Standish-White declared an interest in respect of Item 6.1, Sponsorship Application – GUTS Dance.

3. MINUTES OF PREVIOUS MEETINGS

RESOLVED:

The Tourism, Events and Promotions Committee confirmed the minutes of the meeting held 27 February 2020 as a true and correct record of the proceedings, subject to the following amendments: Mover of minutes should read Steve Shearer (not Anderson) and in Item 6.5 Councillor Cocking's event update should read 'Meet you in the Middle' campaign.

Moved: Councillor Jimmy Cocking
Seconded: Jennifer Standish-White

4. BUSINESS ARISING FROM PREVIOUS MINUTES

Nil

5. DEPUTATIONS

Nil

6. OTHER BUSINESS

6.1 Sponsorship Application – GUTS Dance

The matter was considered as the last item on the Agenda. This is recorded according to its agenda sequence at Item 6.1.

Jennifer Standish-White having declared an interest in Item 6.1, left the meeting at 4:15pm, prior to discussion of this matter

An application was received from GUTS Dance Central Australia Inc requesting financial support of \$5,000 to contribute to employing local crew, decorating the hub space, providing consumables and documentation of the Spring Loaded Dance event.

The Manager Community and Cultural Development has talked to the organisers of this event who advised that at this stage, it will go ahead in October 2020 as planned or if not, it will be rescheduled.

RESOLVED:

That it be a recommendation to Council:

That Council support the application from GUTS Dance Central Australia to the value of \$5,000 (exc. GST) towards the Spring Loaded Dance event in October 2020, under the proviso that the event goes ahead.

Moved: Councillor Jimmy Cocking
Seconded: Brendan Heenan

6.2 Impact of COVID-19 on Local Tourism and Events

The Manager Community and Cultural Development suggested it is important for the Committee to discuss the effects of COVID-19 on local tourism and events and the options for the Committee to take some action in this area, in particular with the budget, as many of the community events have been cancelled and postponed.

No discussion ensued.

6.3 Community Event Update from Committee Members

Brendan Heenan

- A'van Club of Australia who were coming in April (180 vans) and May (200 vans) have cancelled
- Finke Desert Race have cancelled
- Red Centre NATS has not been cancelled at this stage
- Masters Games is still going ahead until further notice.

Stephen Jarrett

- Almost all events in the near future have been cancelled. There is one or two organisations that are still deciding but cannot see anything that will go ahead at the moment.

Councillor Jimmy Cocking

- The Eco Fair (6 - 9 August) is planning on going ahead but developing an online workshop and forum series. Schools' days activities will be online.

Alana Richardson

- All Chamber of Commerce NT events for 2020 have been cancelled except for training which will be done online. This will be announced soon.

Jennifer Standish-White

- Red Hot Arts is still planning for the Festival to go ahead in September, however, this could change
- Desert Song Festival in September is proceeding, but it could change

7. **NEXT MEETING:** Thursday **30 April 2020**, 4:00pm

8. **CLOSURE OF MEETING:** The meeting closed at 4:20pm

**MINUTES OF THE
PUBLIC ART ADVISORY COMMITTEE MEETING
ON WEDNESDAY 1 APRIL 2020 at 1:00 PM
ARUNTA ROOM, CIVIC CENTRE, TODD STREET**

Due to the COVID-19 pandemic this meeting was held via Zoom teleconference

1. ATTENDANCE AND APOLOGIES:

PRESENT:

Mayor Damien Ryan
Councillor Catherine Satour (*Chair*)
Councillor Marli Banks
Steve Anderson, Art Curator - Bachelor Institute
Tamlyn Neck, Festivals and Events Manager - Red Hot Arts Central Australia
Bron Field, Coordinator - Central Craft
Miriam Wallace, Architect - Susan Dugdale & Associates (*arrived at 1.13pm*)

OFFICERS IN ATTENDANCE (on site):

Simon Duke, Acting Director Corporate and Community Services
Jeanette Shepherd, Manager Community and Cultural Development
Takudzwa Charlie, Manager Technical Services
Telly Ociones, Executive Assistant (minutes)

APOLOGIES:

Councillor Eli Melky
Kieren Grassmayr, Arts NT
David Rilstone, Operations Manager - PlazArt

13th Alice Springs Town Council Public Art Advisory Committee	3 Jul-19	7 Aug-19	4 Sep-19	2 Oct-19	6 Nov-19	5 Feb-20	11 Mar-20	1 Apr-20
Mayor Damien Ryan	✓ phone	✓ phone	A	✓	A	A	✓	✓
Councillor Marli Banks	✓	✓	✓	✓	A	✓	✓	✓
Councillor Catherine Satour	✓	✓	✓	✓	A	✓	✓	✓
Councillor Glen Auricht	✓	✓						
Councillor Eli Melky			✓	✓	✓	A	A	A
Steve Anderson	✓	✓	✓	✓	✓	✓	✓	✓
David Rilstone	A	A	✓	A	✓	✓	✓	A
Miriam Wallace	A	✓	A	✓	✓	A	✓	✓
Madeline Krenek/Tamlyn Neck	✓	A	A	✓	✓	✓	✓	✓
Bron Field	✓	A	✓	✓	A	✓	A	✓
Kim Donald	✓	A	✓	✓	✓	A	A	--
Kieren Grassmayr (started 7/8/19)	A	✓ phone	A	A	A	✓ phone	✓ phone	A

✓	Attended	A	Apology received
✓ Proxy	Proxy attended in place of committee member	--	No attendance and no apology recorded

The meeting opened at 1:05pm.

David Rilstone has resigned from the Committee.

The Manager Community and Cultural Development advised that the Manager Governance is currently reviewing all Council Committee charters, so recruiting for new members is on hold at the moment.

The Chair mentioned Councillor Melky's intention to vacate his position on the Committee due to conflict with his current commitments.

2. CONFLICT OF INTEREST:

Nil

3. MINUTES OF PREVIOUS MEETINGS:

RESOLVED:

That the minutes of the Public Art Advisory Committee meeting held 11 March 2020 be confirmed as a true and correct record of that meeting, subject to amendment to Item 4.2 that the third bullet point should read Central Australian Art Society instead of Alice Springs Art Society.

Moved: Steve Anderson

Seconded: Councillor Marli Banks

4. BUSINESS ARISING FROM PREVIOUS MINUTES:

4.1 Traeger Oval wall EOI

Hayden has been informed that he was successful in moving to the design development stage. He was meant to present at today's meeting, but this has been postponed to the next meeting due to COVID-19 impacting Hayden professionally and personally.

Councillor Banks enquired what has been considered in terms of progressing the stages of this project in relation to the COVID-19 response.

The Acting Director Community Development advised that the necessary safety requirements like social distancing has to be observed for all Council projects and activities, but the particular delay was due to temporary closure of the Gap Youth Centre as well as Haydon's self-isolation requirement due to his travel. In terms of the budget process, if the contract is signed this financial year, the funds will be carried forward in the budget.

4.2 Public Art Master Plan

The changes requested by the Committee was made to the masterplan. The Masterplan went to Ordinary Council but has been deferred for further discussion regarding the Public Art Policy.

Councillor Banks asked if after making the changes to ensure that the Masterplan reconciles with the Public Art Policy, will it come back to the Committee or to full Council?

The Acting Director Community Development advised that it will come back to the full Council for endorsement, noting that the decision from Council to make in April 2020 would be for the Masterplan to go out for public comment. Then after the consultation process, a final version is endorsed by Council.

4.3 Todd Mall Entrance EOI

The Manager Community and Cultural Development advised that quotations were received on Monday COB. The quotes for the proposed design are over the original budget, which was \$30,000 (GST excl) including design.

There is budget available through PAAC and also Todd Mall Promotions (*used for marketing and events to attract people to the Mall*) which due to COVID-19 will be unlikely to be spent in the next 12 weeks of the financial year.

- PAAC budget available: \$46,129
- Todd Mall Promotions budget: \$18,000
- Total budget: \$64,129 (GST excl)

Technical Services Department has advised that removal of stones and relocation of furniture can be done by Depot and have also advised removing the paving element of the project, which would reduce the costs below the available funding. Councillor Banks enquired what the impact of removing the paving would have on the sign. Miriam Wallace advised that the paving could be removed without affecting the overall integrity of the project.

With the different elements of the job, such as electrical, steel work, concrete work etc. this would also provide opportunity for local work and investment. There will also be an opportunity to have the project in place for Partijima, and other events and help in revitalising the space after the uncertainty of COVID-19.

Mayor Ryan advised that it wasn't within the remit of PAAC to make decisions on spending other budgets, such as the Todd Mall Promotions budget, and that a report to Council would be necessary, with the project being overbudget, for Council to decide if it would like to contribute additional funds. The Committee, after discussion, agreed to progress the project, subject to Council identifying additional funds required to complete the project.

RESOLVED:

That it be a recommendation to Council:

That the Todd Mall Entry project proceed, subject to Council identifying additional funds of \$18,000 to \$27,000 (GST excl.) required to complete the project.

Moved: Tamlyn Neck
Seconded: Bron Field

ACTION:

The Acting Director Community Development to present a confidential report with cost of quotes and budget to the 14 April 2020 Standing Committee meeting.

4.4 Sporting Ovals EOI

Technical Services have provided a public art budget allocation of \$20,000 to go towards public art at the new sporting oval buildings at Albrecht, Jim McConville, Ross Park and Flynn Drive.

The original proposal was doing a mural series at the sites, however PAAC has discussed using this money to potentially go towards more of a sculptural project, with a curatorial theme that is more encompassing than just sport, but also the surrounding of the ovals and other community uses. Since this proposed project has been deferred at multiple PAAC meetings, the project will need to roll into the next financial year, so a roll-over of the \$20,000 will need to be requested.

The Committee needs to decide on the type of artwork, site or sites and theme, so that Council officers could develop an EOI based on these specifications for this project.

If sculptural, the project needs to focus on only one or two sites. Murals could be done at all sites. A potential curatorial vision could be an artwork that celebrates Alice Springs' landscape, history and stories.

Councillor Banks asked about the nature of the budget and how it is allocated. Is there a capacity to roll the \$20,000 budget and produce one piece of art or do we need to produce four individual pieces of art at \$5,000 each? The Manager Community and Cultural Development advised that it is up to the Committee how they want to set it up. The PAAC could also add some budget to this project from the Public Art budget.

Discussion ensued whether to produce one large significant piece of art to incorporate into a shade structure or small-scale art pieces at each of the four sites. The Manager Community and Cultural Development suggested to draft an EOI with an option to the artists to choose whether they want to do a larger project at one site or smaller ones that have a curatorial theme between the four different sites at the \$5,000 per site. The Committee can then decide at the next meeting.

ACTION:

The Manager Community and Cultural Development to prepare a draft EOI and present to the Committee at the next meeting based on the specifications discussed.

4.5 Skate Park

The skatepark is in process of being resurfaced as part of the maintenance at the park. There is an opportunity for PAAC to fund an art project at the skatepark at the next financial year and help provide ownership for young people over the space.

The Committee is interested to do a project at the skate park incorporating street art/festival and activation of the space. A suggestion to have a look at Whyalla City Council skate park as a good example of street art.

The Manager Community and Cultural Development suggested to prepare a project brief for the next meeting and the Committee can decide if they want to allocate a budget for the project. Another option for funding is to apply for grants that are available. The Community and Cultural Development Unit has grant funding to have a skatepark festival. This will now be pushed out due to COVID-19. There is the option of integrating street art into this festival.

ACTION:

The Manager Community and Cultural Development to prepare a project brief and present to the Committee at the next meeting.

5. DEPUTATIONS:

Nil

6. OTHER BUSINESS:

6.1 Update on the Seats in the Mall

Steve Anderson advised that the tiles for the last seat in the Mall have been painted by Centralian Middle School.

8. NEXT MEETING:

Wednesday, **6 May 2020**, at 1:00pm

9. CLOSURE OF MEETING:

The meeting adjourned at 1.56pm

MINUTES OF THE MEETING OF THE
YOUTH ACTION GROUP COMMITTEE
 ON 25 MARCH 2020 at 5:30 PM
 VIA ZOOM

Due to the COVID-19 pandemic this meeting was held via Zoom teleconference

1. ATTENDANCE AND APOLOGIES:

PRESENT:

Mayor Damien Ryan
 Councillor Marli Banks
 Councillor Catherine Satour
 Sarah Sarmiento

OFFICERS IN ATTENDANCE:

Zak Tilley, Youth Development Officer – *(Chair and Minutes)*
 Kiri Milne, Community Development Officer

GUESTS IN ATTENDANCE

Melanie Gunner, Community Engagement Officer, Headspace Alice Springs

APOLOGIES

Kiralee Wade, Youth Services Officer

13th Alice Springs Town Council Youth Action Group Committee	31 July-19	28 Aug-19	25 Sep-19	30 Oct-19	27 Nov-19	4 Mar-20	25 Mar-20
Mayor Damien Ryan	✓	✓	✓	✓	A	✓	✓
Councillor Matthew Paterson	A						
Councillor Catherine Satour	✓	✓	A	✓	✓	A	✓
Councillor Marli Banks		✓	✓	✓	✓	✓	✓

Minutes table amended to only include Elected Members of Council as per the following action from YAG Meeting 2 May 2019. ACTION: Youth Services Officer to delete all unnecessary names from the attendance table on all minute's hereafter.

✓	Attended
✓ Proxy	Proxy attended in place of committee member
A	Apology received
--	No attendance and no apology recorded
	Not a member at the time

The meeting opened at 5:41pm.

2. DISCLOSURE OF INTEREST

Nil

3. MINUTES OF THE PREVIOUS MEETINGS:**RESOLVED**

That it be a recommendation to Council:

That the minutes of the Youth Action Group meeting held 4 March 2020 be confirmed as a true and correct record of those meetings.

Moved: Councillor Marli Banks

Seconded: Mayor Damien Ryan

4. BUSINESS ARISING FROM THE PREVIOUS MEETING:**4.1 Book-sale Donation Money**

Youth Development Officer addressed previous action to investigate environmental avenues to donate money including the community garden. Various organisations were found including SEED, ALEC, AYCC, Alice Springs Community Garden. Mayor Ryan suggested we donate the money directly to the Community Garden.

Councillor Banks suggested to defer the decision to the next meeting due to lack of presence of young people and YAG members.

ACTION:

Defer the donation of book-sale donation money decision to the next meeting.

4.2 Youth Recycled Art Prize 2020

Youth Development Officer informed attendees that there have been many updates with the Youth Recycled Art Prize. Due to COVID-19 public health advice, the event launch for 3 April 2020 has been cancelled. The exhibition in the Alice Plaza space has also been cancelled. The exhibition will go ahead digitally and judging and prizes will still go ahead.

Mayor Ryan suggested that the exhibition still go ahead in the Alice Plaza space for external viewing only, whilst ensuring social distancing practices are enforced, for example, tape crosses on the ground 1.5m apart for people to stand on socially distanced.

Mayor Ryan asked if the media team had been consulted about the website. Youth Development Officer advised attendees that a website was being discussed with the IT team and Media team.

Councillor Banks suggested consideration to ensure that, if the exhibition were to go ahead in Alice Plaza, measures to be taken to ensure it is not a static environment, encouraging movement for ventilation. Councillor Banks also advised to be mindful of how the exhibition will be perceived by the public if it were to go ahead in Alice Plaza by ensuring that public health concerns are mitigated and managed with social distancing protocols.

Councillor Banks suggested that this could be done in a creative way such as duct tape spaced out for standing, but could also be met with some criticism and cautioned encouraging people to the exhibition display in a social space. Youth Development Officer took the question on notice.

Councillor Banks also suggested a mediated approach of using the space with one statement piece and advertising and promotion to direct attention to the online exhibition platform.

Melanie Gunner suggested a video of artist talk for each artist talking about their artworks.

Sarah Sarmiento joined the meeting at 6:06pm.

4.3 Casual Meetings

Youth Development Officer advised attendees of a planned casual meet at the YMCA rock-wall which had not yet been promoted has been cancelled due to extenuating circumstances and following public health advice.

The meeting was planned in response to suggestions made at previous YAG meetings to hold casual meetings which are fun and less intimidating than Council Committee meetings and can be used to recruit new members.

Councillor Banks suggested exploring the idea of using Zoom to conduct online casual meetings, potentially with helpful and topical themes such as mental health.

Youth Development Officer advised attendees that ideas of online meets had been considered particularly in collaboration and promotion of headspace online meetings. Community Development Officer inquired with Melanie Gummer about the Youth Advisory Committee at Headspace and how they were to conduct their meetings. Melanie advised that they were going to conduct their meetings on Zoom.

Youth Development Officer explained that Headspace Australia is conducting casual information sessions on Zoom weekly, with a different theme each session including mental health, and relationships.

Community Development Officer asked Sarah Sarmiento if they believed that the young people that they engage with would be interested in online casual meets. Sarah Sarmiento believed that young people at CMS would be interested in engaging with other young people on an online platform facilitated by Council.

Councillor Banks asked Sarah Sarmiento if there would be an opportunity for Council officers to meet with young people at CMS, pending approval from the school, to discuss and seek guidance from young people about a tailor-made online meet up. Sarah Sarmiento advised Councillor Banks that they would take this suggestion back to their school leadership team for advice. Youth Development Officer has taken this suggestion on notice.

ACTIONS:

- A. Youth Services Officer and Youth Development Officer to brainstorm creating casual YAG meetings on Zoom, and promoting headspace casual meets.

4.4 Merchandise

Youth Development Officer advised attendees that a box of merchandise samples had arrived and key samples were picked in line with suggestions from the last YAG meeting including drink bottles, hats, keep cups, lanyards, badges and patches.

Youth Development Officer suggested to defer the decision to the next meeting. This was unanimously supported.

4.5 8CCC workshop

Youth Development Officer advised attendees that Benjamin, 8CCC Station Manager, is hoping to tailor the workshop in line with public health advice including a virtual workshop and online resources.

5. DEPUTATIONS

5.1 Melanie Gunner, Community Engagement Officer, Headspace Alice Springs

Melanie Gunner presented resources developed by Headspace and Congress to educate young people about the importance of hygiene and social distancing, and supporting the mental health of young people during this time.

6. OTHER BUSINESS:

6.1 Imparja Phoney Film Festival EOI

Community Development Officer provided attendees an update on advertising for the 2020 Phoney Film Festival as per recommendation to use unspent funds from prize money on advertising. Community Development Officer explained that they have engaged the service of Imparja to provide a quotation for a television advertisement. Imparja have worked with two young people who have produced a creative brief with three different ideas for the advertisement.

Community Development Officer explained that due to no young people being present in the meeting, the briefs can be distributed to young people via email or we can defer to decision to next meeting.

Councillor Banks suggest to defer the decision if we are able to meet and achieve the Phoney Film Festival timeline.

In response, Community Development Officer advised that the hope is to open the entry date earlier to accommodate the engagement of young people during isolation. Community Development Officer advised that the Acting Director Community Development's suggestion was to call and email young people to provide thoughts on the creative brief over email on which creative idea that they like the most. Once an idea is selected, an EOI would be released to involve a young person in the production of the advertisement with Imparja.

Community Development Officer expressed the hope that the advertisement would be ready and released within the next month.

Mayor Ryan strongly suggested that this needs to be deferred to the next meeting for the involvement of young people to discuss it at the meeting

Councillor Banks suggested that this should progress with the consent from young people.

Community Development Officer advised that avenues and opportunities are being explored to deliver online tutorials and workshops for film making in preparation for the Phoney Film Festival.

Councillor Banks suggested to look into ArtSchool as an example of how online workshops can be facilitated.

6.2 CCD

Community Development Officer advised attendees that the Community and Cultural Development team is in contact with various youth service providers and young people themselves to see if there are any imperative gaps in the that council can support.

Youth Development Officer clarified that the CCD team does not want to duplicate services but to support existing services.

7. **NEXT MEETING:** 29 April 2020
8. **CLOSE:** Meeting closed at 6:49pm

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